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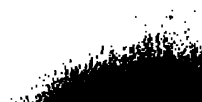


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Frank Farrington

COMMUNITY DEVELOPMENT

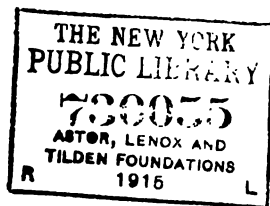
*Making the Small Town a Better Place to Live
in and a Better Place in Which to Do Business*

BY
FRANK FARRINGTON

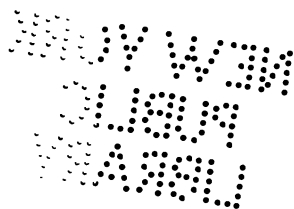
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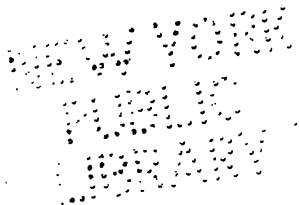


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DEDICATION

To one woman who has made her home town
a better and happier place by her interest in public
affairs; to a woman who recognizes the principle that
a community develops only through the willingness of
its citizens to make the public good their private in-
terest; to my wife.



NOV 1958
JUL 1959
MAY 1960

HOW TO MAKE USE OF THIS BOOK

The terms "village" and "town" are used interchangeably in the present volume, while the term "commercial club" must be taken as meaning any local business men's organization the object of which is the development of better local conditions.

Experience in working with such clubs — more particularly in the smaller towns — has shown me that there frequently come times when the workers want to know what to do next and how to do it. Beginners in the work, too, are looking for information. They want to know how to organize, whom to interest, and how to interest them.

To set about the development of a successful commercial club without proper information as to how to proceed, necessitates the making of many mistakes, just as in a similar starting of a private business. If the commercial club workers can profit by the mistakes of others, if they can work by text-book rule as one works in arithmetic or algebra, the necessity for learning everything by experience will be removed and progress will be smooth and rapid.

vi HOW TO MAKE USE OF THIS BOOK

It is the object of this volume to provide, in simple and understandable form, information that will make the organization and operation of a commercial club and allied organizations and their departments comparatively easy.

It is designed to be a simpler "What to Do and How to Do It" for the use of all kinds of civic organizations.

As a suggestion for its early use in the community where there is no commercial club, though there is a desire to form one, I recommend that the individual who is taking the initiative, call together a number of possible fellow workers for the purpose of studying the situation.

Such a meeting of interested and kindred spirits should discuss the needs of the community and consider what kind of an organization will operate most satisfactorily to remedy the existing deficiencies.

One meeting of those interested will not suffice to start the movement. There should be several. Perhaps into each meeting should be called a different group of prominent citizens. The clergy might be asked to give their ideas at one session, the newspaper men at another, the school workers at another, and so on, through the doctors, lawyers, manufacturers,

public utility people, municipal officials, etc.

It may be an advantage for the promoters to take an account of stock and see what they have before going ahead with organization and development. The "deadly parallel" may be brought into use to discover what the community has and what it needs, and to emphasize the latter most effectively.

Suppose a chart is prepared with two columns, one for things possessed, or advantages, and one for things needed, or deficiencies, and in one column or the other an entry is made under each important subject, such as the following: Population (Native or Foreign), Wealth (of Merchants, Professional Men, Farmers, Laborers), Water Supply, Sewage Disposal, Lighting Facilities, Climate, Soil, Scenery, Roads and Streets, Transportation Facilities, Fuel Supply, Power, Mineral or Timber Resources, Hotels, Shopping Advantages, Banks (Savings and Building and Loan Institutions), Churches, Schools (Public or Private), Hospitals, Clubs, Societies, Newspapers, Amusements, Labor Market.

Such a chart as this would make it possible to see how far short the town comes of possessing ideal advantages, and it would indicate at once the work for immediate attack. It

viii HOW TO MAKE USE OF THIS BOOK

would make it simple to discover the line of least resistance.

After the situation has been viewed from all points and after the investigators have found out what the community needs and what they want to do, they will be in a position to formulate definite plans for doing it. Then it will be time to organize, and that is where it is expected that this book will become serviceable with its suggestions as to how to organize and what to do after organization.

While the contents of this book are designed primarily for the use of the small town of 10,000 population and less, it will be found that the principles and even the detailed methods may be applied with equal benefit in larger towns and cities. Any good idea for community development, if sound and practical, should be workable, with suitable variations, wherever there is a desire to develop better conditions.

As a small town book it has seemed worth while to devote considerable space to the people and to the advantages of the small town — to showing what it does or what it ought to possess in the way of superiority to the large city.

FRANK FARRINGTON.

Delhi, New York,
September 2, 1915.

CONTENTS

CHAPTER		PAGE
I	WHAT YOUR TOWN AND MINE ARE LIKE	1
II	GENERAL OPPORTUNITIES AND ADVAN- TAGES OF THE SMALL TOWN . .	13
III	BUSINESS OPPORTUNITIES AND ADVAN- TAGES OF THE SMALL TOWN . .	25
IV	ORGANIZING A COMMERCIAL CLUB .	37
V	THE COMMUNITY LEADER	68
VI	GETTING MEMBERS FOR LOCAL ORGAN- IZATIONS	77
VII	CO-OPERATION IN TOWN AFFAIRS . .	87
VIII	KEEPING THE TRADE AT HOME . .	95
IX	INTERESTING THE NEIGHBORHOOD FARMERS	104
X	ADVERTISING THE VILLAGE	115
XI	COMMUNITY CELEBRATIONS . . .	130
XII	WHAT COMMERCIAL CLUBS CAN DO .	144
XIII	THE IMPROVEMENT SOCIETY . . .	168
XIV	THE PEOPLE OF THE TOWN . . .	188

CHAPTER	PAGE
XV THE COMMUNITY YOUNG FOLKS . .	197
XVI THE PREACHER'S OPPORTUNITY IN THE SMALL TOWN	210
XVII THE DOCTOR'S OPPORTUNITY IN THE SMALL TOWN	224
XVIII THE LAWYER'S OPPORTUNITY IN THE SMALL TOWN	235
XIX THE EDITOR AND HIS PAPER . . .	245
APPENDIX — PUBLICATIONS HELPFUL IN COMMUNITY DEVELOPMENT . .	255

COMMUNITY DEVELOPMENT

CHAPTER I

WHAT YOUR TOWN AND MINE ARE LIKE

YOUR town has its peculiarities and so have other towns, but even so, all have the same general characteristics and are subject to the same rules. Human nature in your community is like human nature in mine and in all others. It is high of average and worthy of greater confidence than it receives.

The chief and most easily discovered peculiarities of the town are those of its physical nature. Your town may be high up among the hills with surrounding, overtopping mountains, while mine may be in the lowlands beside an inland sea or a sluggish river. Your town may be built on seven hills while mine may be on a plain as level as a ballroom floor. Your town may be composed of century-old buildings, with narrow, crooked streets, while mine may be new

and still glistening with its first coat of paint. But in your town and mine are people with the same aspirations, the same hopes and desires, the same willingness to help, and the same disposition to hang back.

As a corporation, the town exists to better the condition of its inhabitants, to make life safer, pleasanter, and easier for them. Its business is to improve itself, to better its facilities, to increase its attractiveness, and to protect its citizens and their property.

A chain is no stronger than its weakest link, but a community may be as strong as its strongest inhabitant. The success of the town is dependent on the unselfishness of its citizens; upon the willingness of at least a few to make the public good their private interest. The traits of the individual in the small town have a much greater bearing upon the welfare of the community than those of the individual in the large city.

In the small town where every man and every family occupies a known position and has a known influence on the community life, a single selfish man or a single self-centered family may serve to block the wheels of progress quite effectually unless there is a counteracting influence of equal force. A single rock in the road may

block one wheel of one wagon and thus stop the whole procession, but one energetic man can move the rock and set the whole line in motion again. In the large city the individual family or man indisposed toward the common good may be lost to sight among the multitude, and the individual influence may be unimportant; but the less the number of people, the more important the attitude of each one.

The small town is no place for the selfish man and his family.

There was a time when the small town was a long way from the world. It was out of touch with progress and its manners and customs were the butt of the professional funny man. Transportation facilities have changed all that and now the latest song hit from Broadway is whistled on the streets of the country village while it is still popular in New York, and when a man comes home from the city puzzled by the willingness of women to wear the latest styles in garments, he is met at the station by his wife dressed in just that style of suit, purchased from the local merchant.

In your town and mine we watch the posting of the returns from the championship baseball games at the local newspaper office just as the scoreboard is watched in any great city while the

4 COMMUNITY DEVELOPMENT

games are in progress. We hear of the death of a prominent national official, or of a declaration of war, as soon as do our friends in the metropolis. There is scarcely such a thing as a backwoods locality any more.

The villager who never gets to the city knows as well as he who goes annually what Broadway or Wall Street looks like. Though he has never heard Grand Opera, he may be familiar with the names and reputations of all the Grand Opera stars — more familiar than the man with a box at the opera which his family uses once a week. The city has few surprises now for the villager.

If, as we sometimes think, there are deprivations connected with living in a small town, there are also many compensating advantages. If God made the country and man made the city, the country has the advantages given by God, and the city has the advantages given by man. The small town has many of both.

There is more fresh air and more room to breathe it in your village than in the city, and there are more automobiles per thousand people. There are many of your fellow citizens who have cars, who, if engaged in the city in the same occupation and at the same salary,

could no more afford them than they could afford a private yacht.

If the town is what its inhabitants make it, the inhabitants are apt to be what the town makes them. A community, itself bankrupt, with run-down buildings and dilapidated morals, will exert a tendency to develop bankrupt citizens with run-down property and morals. That man or woman who can be satisfied to live in a community which exhibits no tendency to improve will be willing to live a life with no upward inclination.

By no means is all the evil in the city or all the good in the small town. There are decadent villages which may be worse than city slums, but these are the very rare exception and they have usually been caused by the constant drain of the best toward the larger towns. When a community starts down hill it begins to lose an ever increasing proportion of the best of its young blood. No one with any ambition wants to remain. This condition can mean but one thing in the end, when the "leavings" have bred a generation or two of their own kind, while from even these, successive generations have given their best.

The way to make and to keep the town a de-

sirable place to live in is to keep the young people there, especially the best of the young people. Some of the possible methods of accomplishing this are detailed later. ✓

Patriotism begins at home — with the home town — and who can feel patriotic toward a community which possesses nothing of which one can justly feel proud? The man who does not feel like boasting about something in his home town is a man from whom has been omitted one of the greatest of all human passions. The man who is patriotic but whose town possesses no merits of which he can boast, will set about evolving such merits. The patriotic man, the good citizen, will not be content to let well enough or bad enough alone. He will try to get the community moving upward.

While no town is likely to become the perfect ideal, still in town building as in character building, the tendency must be toward the ideal. The small town possesses an opportunity not possessed by the city for developing ideal conditions. A high average of citizenship is more nearly possible in the small town than in the city, because there is less tendency toward the extremes of society. There is not the opportunity to become superlatively rich, and there is not the opportunity to live a superlatively de-

praved life without being known to do so. Every one in the small town knows who are the very poor and help can go straight to the mark. Every one knows who are those of the lowest moral stratum and there too help can be directed aright. Work to develop a high community average of character is simple and direct in the small town, while in the city it is more likely to be complicated and roundabout. Just as a small business can more easily be handled so as to produce a proper profit than a large business with many ramifications, so the smaller town can more easily than the city be made to develop upward tendencies.

The smallest village is no more to be chosen as ideal than the largest city. No definite size of community can be given as the size that will develop the most desirable living conditions. The town that might be nearest to an ideal in size and conditions in one section of the country under conditions locally typical, might be too small or too large to be ideal elsewhere. It may not be difficult to strike an average, but it is difficult to find a case where that average may be exactly applied. Consider, for instance, the matter of schools. It is a safe rule that a community ought to have about 1,000 families of average means in order to support adequately a

really efficient school system. Yet your town may have the best of schools with much less population, or the worst with a greater population.

Neither your town nor mine can be developed into the ideal by following any general set of rules made to fit all cases. Every community is amenable to certain general rules, but every community needs many specific rules of its own.

There ought to be beautiful natural surroundings for the town, but if there are none, the lack must be offset by every possible effort to develop outdoor beauty. There ought to be orderly arrangement of streets, and where the founders of the place failed to look far enough ahead to consider this, what can be done to correct their error should be done. There ought to be attractive public buildings. There ought to be parks and playgrounds in the village as well as in the city, though they need not be as formal where they are a part of natural conditions.

One writer on ideal village conditions has said the conditions for the ideal community should be: (1) a rich social life; (2) virile civic and moral life; (3) school and college life; (4) modern mercantile life; (5) beautiful landscape; (6) a labor market. All this is well said

and to it should be added: (7) organized community spirit.

Individual effort to make the town a better place is good. It may accomplish much if properly directed. But if all the units of individual effort are harnessed together and set to work for the good of the community, the total of the results will be the sum of the squares of the individual efforts.

You as an individual have power to accomplish almost anything you set out to accomplish. What a man wills to do, that he can do. Just so, your town, as a town, can accomplish anything it sets out to accomplish. Organized effort in your community or mine can bring about practically any conditions we set out to develop, if the effort is backed by organized determination, by the combined persistence of a body of loyal and public spirited workers.

Your town or mine is climbing up toward the ideal or sliding back into the rut, according as it possesses or lacks organized community spirit.

The town that does not have the support of its citizens in development cannot develop. That which is certain to happen to a retail store which has not the support of its employees is certain to happen to a community. When the

employees of a store are not loyal to the store; when they do not boast of its advantages and commend it to their acquaintances outside; when they do their own buying elsewhere, that store cannot hope to become a financial success. When the citizens of a community find nothing about it of which to be proud; when they laugh at it to outsiders; when they refuse to patronize home industries, that community will become the joke of its neighbors and will decline in every desirable quality.

If your town is not worth boasting, it is not worth living in. If you are not interested in boasting it, it will be better off without you.

The man who does not boost his town does not always realize the fact, but it is nevertheless true that people know of his lack of patriotism and catalogue him accordingly as a "knocker." He may rarely say anything against the town, but if he never says anything for it, he will be placed by his fellow citizens in the "knocker" class and that is where he belongs, for the man who is not outspokenly FOR his home town is AGAINST it.

One town known to me has the misfortune to have one citizen who advertises the private and public misfortunes of the community wherever he goes. He publishes abroad the civic

errors, the family jars between different community organizations, the faults and the disadvantages of the town (and all towns possess some) until he leaves behind him through the county a wake of belief that his home community is a seething cauldron of trouble. One man can do much in this way to give his town a bad name. But one man can also do much to give his town a good name.

What attitude you or I take toward the home town has much to do with the reputation of that town among our outside friends, and it also has much to do with our own reputations and characters. We curry no favor with outsiders by joining them in jeering at the home town weaknesses, or in acknowledging a humiliation at living in a small community when they proclaim the greatness of the city. Let us be for our town, seeking to make it a better town if possible, but *for* it anyway! We may well remember what Plutarch says, "As for myself, I live in a little town and I choose to live there lest it should become still less."

And since we are to work for the home town, in addition to doing all we can individually, let us work with our fellow citizens in the development and operation of a suitable organization, since organization is what is most needed to

bring the town into its own. Whatever the home town is, whatever it lacks, whatever may be its possibilities, its greatest, its crying need for development along the right lines, is organized effort.

CHAPTER II

GENERAL OPPORTUNITIES AND ADVANTAGES OF THE SMALL TOWN

IT is commonly said that the city offers more opportunities to a young man than the country; and that is used as an excuse or as a reason for the young men leaving the village for the city.

It is not entirely because the city offers more opportunities that it gets so many of the country young folks. It must have country young blood. It is the country young man who goes highest in city affairs. The same young man will go far at his home in the country and he is needed there. If the small town is to progress it must be made hard for the city to get its young people. Emerson said, "The city would have died out, rotted and exploded long ago but that it was re-enforced from the fields."

It is true that there are more opportunities in the city, more kinds of opportunities, too; but that fact is relatively unimportant. What we are interested in finding is the place where

there are the most opportunities *per capita*. That place is the small town, not the city.

Of course the city will grow, but even the growth of the city means added opportunity. Its growth means such an increased demand for the products of the country as must develop an increasing prosperity in adjoining rural districts. The more money there is made in the city, the more can be made in the country around it, and hence the more prosperous the small towns around it will be. And a prosperous agricultural community represents the highest moral and mental type of citizenship.

Success, however, lies less in the opportunities than in the individual, and the man or the woman who is determined to achieve success will not fail anywhere for lack of opportunities. Such people make their own opportunities.

Opportunity is the chance to do something for the world better than it is at present being done, or to do something that is not at present being done at all.

This being true, there is, of course, more opportunity to improve upon some form of service in the small town than in the city where there are experts in all lines. And there are more kinds of work, more forms of service being left undone in the small town or village than in the

city. The village has more business and professional gaps waiting to be filled.

There is opportunity in the village for a physician of pronounced surgical ability to acquire a reputation that will bring to him all the best surgical work in his county. There is opportunity for a preacher to develop a reputation that will secure for him a call to an important city church if he desires to move in that direction. There is opportunity for a lawyer to gain experience that will be invaluable to him wherever opportunity may lead him later; and the man desiring general practice or political preferment may secure it with the least delay through the opportunities offered him in the village. There is opportunity for the editor to gain a state-wide reputation through the village paper if he has the ability. The professional man who can develop sufficient power can make his light shine brightly enough to be seen by the world from the village. But all this is elaborated upon in later chapters.¹

The professional or business man who lives in the small town must not neglect to keep in touch with the world, since it is only in that way that he can improve and develop profitably. When a man thinks he can leave college and de-

¹ Chapters XVI-XIX.

pend on his college education and his own personal experience to make himself a high-class business or professional man, he is paving the way to failure. He must continue to study. New methods are being constantly discovered by the professional men of the country. The village professional man who waits to learn of such things by hearsay from his fellow workers, or perhaps from the general public, is not entitled to our confidence.

The country professional man, no less than the city professional man, must take time to study the progress of his profession in all the good publications devoted to it, and he should take time to go often to headquarters where the best new methods are being practiced and see how the work is done. He must make it his business to keep informed not only on what is new, but also on how it is done.

The professional man of the small town or village has the same opportunities to read and study for his continued advancement that his city prototype possesses. The unfortunate thing is that the village man usually does not make good use of such opportunities. This is unfortunate not only for the professional man himself, but for his community as well. In order that the small town shall be a good place

for you and me to live, it should receive a high class of service from its business and professional men.

Social opportunity in the small town extends to practically all the inhabitants. Good family is appreciated, but good family alone will not give us entrance into the best local society. Money is not the great desideratum, though there is no place where money has not its effect. The individual's worth is of more account here than the individual's possessions. The man or the woman who has any real claim to a place in the best society of the village can secure that place.

Good society in the village welcomes the individual who accomplishes and achieves. Humble origin only accentuates the ability of the man or the woman who makes good in spite of the handicap.

Private life is somewhat open to public inspection in the small town. This has its disadvantages, and proverbial village gossip is a thing to be feared; but gossip is not exclusively a village institution. It is not a thing that can be escaped anywhere where there are eyes to see and tongues to talk. The only way to be safe from gossip's effect in the small town or anywhere else, is to live a life of which there is no

need to be ashamed. Meanwhile it is pertinent to suggest that only he who has never gossiped may justly complain of the gossip of others.

Such things as starvation and the bread-line have no place in the small town. Any man who is really anxious to work can find work there. He is in close touch with the market for labor and with the farmers' constant demand for honest men willing to work.

The lazy or the shiftless will not find life easy in the small town or anywhere else, though they will fare better where it is comparatively easy to secure a little work when they have to have it, and where the humanity of fellow citizens will not let the family starve even if the head of it will not earn his salt. Any man who can work will find his niche in the small town and be sure of a living as long as he does his best. The world does not owe a living to the man who will not work, no matter where he lives.

There is always opportunity for the boy or girl to take up some honest work in the small town where the character of the young folks is known almost as well as that of their elders. The ambitious boy can always find somebody who will give him a chance to work part time or full time, and if he has some particular bent

he desires to follow, if he will get in touch with the men in the community who do that sort of work, they will sooner or later give him a chance.

One great advantage of the small town as a place for young people to begin work is that they can do so there without being lost to their parents' sight. Going to work does not mean going away from home in the morning, not be heard of again until night, with no knowledge on the part of the home folks of how or in what kind of company the intervening time has been spent. The small town is in some respects like a big family, and little that is done by any member is hid from the rest.

This constant oversight of one's movements is an aggravation to many restless souls who resent it as some kind of an infringement of liberty, but it does possess its advantages.

When a man makes up his mind that the petty envies and jealousies of the community are not small town peculiarities, but common to humanity in general, he finds the village a much better place to live. When he finds that he is criticized by others for neglecting his store, his profession, or his church, and feels that it is because he lives in a place where everybody knows everybody else's business, he forgets that in the

city, too, there is criticism and often of a more unjust sort than that where his affairs are more accurately known.

In the city a man may go to church or not and very likely few of his acquaintances of every-day life will know. In the small town there are two classes of people, the church-goers and the non-church-goers. Unfortunately the church-goers are often more deeply interested in raising money for a new church organ than in bringing into the church those who take little interest in such matters; but this again is not exclusively a village propensity. Church advantages are greater in the country than in the city. There is a more general recognition of the fact that church-going is synonymous with respectability, and there are many less influences to attract people away from church services.

If we of the small town remain away from church many Sundays, the fact is noted and commented upon; and if we think of dropping all church affiliations we find that we are not expected to do it; that in doing so we are in some way showing a lack of stability of character. And we are all grouped together in so limited a space that the people who miss us

from church on Sunday see us during the week and want to know the reason.

We are not even allowed to change churches at will, though why it makes any difference whether one goes to Heaven by the Baptist or the Episcopal route is not exactly apparent. Still, no doubt, loyalty to some one branch of the church is important as insuring greater loyalty to the church in general.

The opportunities and advantages of any community may be greatly enhanced by the people if they will make the effort. The small town business man has the opportunity of getting out and enjoying outdoor sports as his city cousin cannot. He is only five minutes from baseball, tennis, and other recreations. The open country is right at his hand, to be reached immediately in a walk or a bicycle ride. The city business man must waste perhaps an hour on the way to and from his outdoor pleasures; and if an hour is all he has to spare, the opportunity of getting out at that time is eliminated. The small town business man can take half a day off and enjoy a hunting expedition that calls for a full day or a week-end on the part of the city man. The village man has these opportunities at his door and he can take advantage

of them when conditions permit a short absence from business. If an unexpectedly quiet day comes his way, he can use it. The city man must make his plans farther in advance and this leaves him little chance to take advantage of the unexpected opportunity.

A city business man who can afford a country club and has time at his disposal may get all the outdoors he wants. The village man may not be able to afford the luxury of a country club and probably none is available, but he does not need such a club. He has the whole countryside at his command.

For the man who loves the outdoors, who needs and who is benefited by outdoor sports and exercises, there is no comparison between village and city. Only a diminutive proportion of city business men, merchants, professional men, and others of middle age, have any opportunity to get enough of outdoor life to do them any real good. Practically all village men of the same class can have plenty of outdoor life if they will take it. That more of them do not seize their opportunities of this sort, is to their great physical disadvantage and to their mental detriment.

Outdoor living makes men better physically, mentally, and morally. Ex-President Roose-

velt said in a special message to Congress on the report of the Country Life Commission, "We need the development of men in the open country, who will be, in the future, as in the past, the stay and strength of the nation in time of war, and its guiding and controlling spirit in time of peace."

The village people can afford to spend more time outdoors because it costs them nothing. It is productive of amusement without expense. Little trips out of the town to picnic suppers and dinners, over-Sunday camping parties, or even extended camping with the head of the family "commuting" on a bicycle, are not only practical but economical.

Sir James Sawyer, an eminent British physician, in giving eighteen rules for living to be a hundred years old, has said in one rule, "Live in the country if you can." If health does not average better in the country, at least it ought to because there is less need for overwork and more chance to play. It requires less income to live comfortably in the village and to keep up with the "best families." There is a less strenuous social struggle. There is less effort among the average families to appear something they are not.

There is more tendency in the small town to

accept a man for what he is, and more tendency in the city to accept him for what he has. The top in the city may be higher than it is in the small town, but fewer people reach it. Many a man can be on top in the small town who would never be heard of in the city. It is better for mankind to be able to amount to something and to reach a point where they will have the respect of the community. There is opportunity for but comparatively few men to become known in the city to any appreciable percentage of the public. In the country everybody knows everybody, and a man receives general credit for making good. He also receives general encouragement in trying to get ahead, and this goes far in helping some men up who would never get up if there were no boost behind them other than their own will and their family's need.

There are advantages and opportunity in the small town for everybody and there is incentive to make use of them. In addition to opportunity to push one's self ahead, there is opportunity to help others; and not the least of the opportunities of life are of this last sort.

CHAPTER III

BUSINESS OPPORTUNITIES AND ADVANTAGES OF THE SMALL TOWN

THE business of a small town consists in supplying the needs of life to its own people and the people of its surrounding country. This is the big retail business of the country. There are at present in the United States some 63,000 villages having populations of 1,000 or less. More than half the population of the country live in towns of 2,500 or less, or on the surrounding farms. Nearly three-fourths of our population do their buying in towns of 25,000 or less.

To say that this enormous retail market can be legislated out of existence by making laws regulating shipping or mailing, or by changes in transportation methods, is to show a lack of understanding of the actual conditions. To say that the village is doomed to disappear is to display ignorance of the causes that have called the village into existence — to display ignorance of the needs of the farming communities and their people.

Changing conditions will require from time to time changes in the small town methods of doing business, but there will always be plenty of business men there who will see what changes in methods are necessary and make them in time to meet outside competition.

There is no place where a young man with little or no money can start in business for himself with as good a chance of success as in the small town, or even at the crossroads. The city merchant who laughs at the village store or makes a joke of the crossroads merchant does not know that the small community dealer is in all likelihood making the more money. The limit to the amount of business the village merchant can do is limited only in the way the city merchant's business is limited — by the capacity of the man to develop trade. No merchant in a large or in a small community ever gets all the business there is around him. There is always room to keep on growing. And the figures of the business of some crossroads merchants would open the eyes of their city brothers engaged in a similar occupation. A general store in a country community, and particularly in the West, even in a village where there may not be more than 150 population, not infrequently does a gross annual business of \$50,000

or even double that sum; the bulk of it coming, of course, from surrounding farms. The writer has in mind one store doing an annual business of half a million dollars in a village of 200 people.

The dealer who can sell \$50,000 worth of goods in a country town, with a selling expense of somewhere around 20 per cent, can make a profit much greater than the city dealer doing a similar amount. Every item of expense in the small town is less, except transportation on the goods. Since the dealer who figures properly includes the transportation item in the cost of his goods, this does not come out of his pocket. The small town dealer must perhaps carry a larger stock, since it takes him longer to get the goods from the market to his store, but with the present prevalence of jobbing houses, even in the smallest cities, not many dealers are very far from a base of supplies in the commoner lines.

The city is usually a great magnet for the young man who wants to enter the retail trade. He is drawn thither by the brilliance of the busiest retail sections of the large towns. It seems logical to his mind that the place for him to go to develop a successful business is where there is the most business and where there are

the most rich people. He loses sight of the fact that in the cities, where there is the most trade, there are the most people after it, so that the buying power of the public averages less per store than in the country districts. He loses sight, too, of the fact that rather than a brilliant, palatial, rich families' store on the avenue, he is likely to have a dingy little hole-in-the-wall store on a side street and at best acquire a mere living. He does not stop to think that the success of even the big retail store is almost always due to the patronage of the middle class or even of the poorer class, rather than to that of the millionaire element whose trade is a negligible factor with ninety-nine stores in a hundred. The store that is to become a big store must appeal to the masses rather than to any limited class. In the country there is one class only, as far as the merchant is concerned. He draws no class distinctions either in seeking trade or in handling it.

The personal element in the merchant counts for more in the country because there the dealer is acquainted with all of his patrons. They are often more than acquaintances; they are his friends. He has competition, but it is not the competition of the cut-throat sort found in a city. It is that of his fellow citizens who will

often be so foolish (if it be folly) as to respect his rights unnecessarily.

The small town offers an opportunity in the way of storekeeping for countless men who have found that in the city they can hope to get no farther in life than a position behind the counter.

A man with a few hundred dollars saved, if he is willing to turn his back on the city and become a small town merchant, can start in as small a way as he may wish in a locality where he will be recognized at once as a part of the business life of the place. He can shortly become a citizen of importance in the community, and if he has business ability he can live his life in comfortable, well-to-do peace among friends and neighbors who will like and respect him.

It must not, however, be thought that ante-diluvian methods will secure trade in the smaller places. They will not, because village people and the farmers visit large towns and cities often enough to know what is good in store equipment and service, and they read the advertising pages of the popular publications closely enough to keep in touch with what is modern in goods. The country people demand staple, advertised brands of goods and they appreciate

the efforts of the local dealers to keep up to date.

In order to live successfully the life of the small town merchant, the man should know how to buy and sell and how to mix with his fellow men. He should possess an appreciation of country people and realize their intelligence and their advancement. He will do well to have a politician's memory for names and faces, and he should make cordiality a habit. But then cordiality is a good quality for any one anywhere.

A young man with enough money or credit to enable him to rent a room and to put in a hundred dollars' worth of goods can succeed if he has behind it all the combination of good qualities we sometimes call "gumption." Young men have begun with the front room of a dwelling house, or they have started out with a pack and only a woodshed storeroom at home. They have begun with a dollar and decision and have finished the wealthiest men in town. In every community a roster of the successful business men is usually a list of men who set out without enough money to buy their first stock of goods without going into debt.

The small town business man has many advantages over the city merchant, and if he pos-

sesses average ability his success is assured. He can do advertising as no small city store can do it, because of the exorbitant cost of newspaper space in the city. He has not the immediate competition of the department stores and the chain stores to fear. He does have the competition of the mail-order houses to some extent, but more and more the retail merchant is discovering that he can sell goods as cheap as the big catalogue house, quality for quality.

One thing that is helping the merchant against the catalogue house competition is the growing tendency on the part of fair-minded people to try to buy at home first. The villager or the farmer who sees something mentioned in a mail-order catalogue that seems desirable will usually be able to secure as good a value or better in the same article right at the home store, if it is tried, and public sentiment is demanding that we at least try.

One of the first claims home town loyalty has upon the individual is that he or she spend the money of the family right in the home stores, provided what is wanted can be secured there. Many an habitual mail-order buyer has been surprised upon being persuaded to try the local dealer first. We find goods regularly stocked and sold by our own storekeepers that we did

not know were to be had nearer than the city. We find the same goods sold by the mail-order house kept at the home store, but kept in the background, perhaps, because not thought of good enough quality for the trade.

In the village, unless there are manufacturing industries, there is little but the shipment of farm products to bring money back to us. The tendency, then, must be to reduce the home capital, if money is unnecessarily spent outside. One of the first rules in the book of community patriotism ought to be, "If you would see your dollar again, spend it at home."

It is generally admitted by business people that the effort to induce the public to buy at home because of any altruistic principle which calls for that kind of practical patriotism, is slow to produce results. This ought not to be true, but it is admitted that the consumer is prone to consider before all else the question of where he can buy cheapest.

While admitting that it is human nature to buy in the lowest priced market, it is true that people are beginning — as they should — to look farther than the mere price saving involved in their purchase. They are beginning to consider whether they do not after all owe a debt to the home merchant; the man who makes it

possible for them to get what they want when they want it. They are realizing that if the home merchant had to go out of business, leaving them dependent on mail-order buying, they would fare badly.

The home merchant is entitled to the opportunity to show the customer whether he can or cannot meet the mail-order man on price. If he cannot, he is entitled to a chance to show wherein his goods are better worth his price than the catalogue goods are worth the catalogue price. He is entitled to have consideration given to the *service* he renders his fellow citizens.

I know they say, "Business is business," and they claim that as far as patronizing the store is concerned it is a purely business proposition. But is it? Isn't there something more important behind it than the few cents of apparent difference in price? Don't we all ask something now and then of our fellow man who keeps the store? Don't we ask him to help us pay the village taxes, the church expenses, the school bills? Don't we expect him to give of his time and of his money to help make our town a success? If he sells no goods he may have abundant time to help boost the town, but he will have no money to help pay the bill for boosting.

Is it exactly fair to say to a man, "Come on, join our club, help our churches and our schools, help us to have a good time and to develop a live, modern town that will be a fine place to live. Pay your share of the bills so our share will be less. Do all these things for us, but don't ask us to do anything for you because that is a strictly business proposition"?

I have spent a considerable number of years associating with small town business men in many phases and it has been my observation that all the home merchant asks is that he be given a chance to meet the catalogue house or the pedler on an even footing; that he be given the opportunity to sell his customer the same grade of goods on the same terms, with the understanding that if he cannot meet those prices and terms the customer is perfectly at liberty to buy where he will. This is merely asking an even chance, a fair show. Who is not willing to give his friend, his acquaintance, his fellow townsman, a square deal in all things? Not you surely.

We have heard some of the women of the home town say, "The stores here don't keep anything you want and yet the merchants get mad if you buy out of town." That is not true, or rather, perhaps it is a misunderstanding of

the situation. If the stores here at home do not have what you want, Mrs. Housewife, and if they will not or cannot get it for you as easily and as cheaply as you yourself can send for it, their proprietors will not be "mad" if you buy out of town. All your home merchants ask is that you give them the first chance at your business.

Personally, I believe people can well afford to pay a higher price at home than they would have to pay outside. I believe it is better to take something that is not just what you want than to send elsewhere, but your merchants do not ask that much.

You ask more than a square deal of your merchants. You ask them to come more than half way in helping you to make the town a good place to live in. Let your sense of justice incline you to reciprocate.

Better than any soap club or any combination of consumers for the purpose of paying a high price for an inferior grade of goods of a sort wherein they cannot detect the inferiority; better than any plan for securing a cheap and tawdry piece of furniture to set up in the home as a standing advertisement of disloyalty to home interests; better than these would be a "Buy at Home Club" that should require of

its members one promise, "I will try the home store first."

The business of our small towns is going to grow. They are going to improve as shopping centers. Modern improvements of many kinds are making it possible for their merchants to stock varied assortments of goods and to buy the latest models in everything. Small town merchants are finding out how to hold trade in spite of the catalogue houses and even in spite of the home buyer's willingness to send money a thousand miles away before discovering whether it could not be spent to better advantage within a stone's throw of where it was earned.

The business of the community is not, however, as we are prone to think, merely that done by the storekeepers. It is the business done at the post-office, at the railway station, at the bank. It is the business of buying as well as that of selling, of conserving as well as of spending. No matter whether you are an active business man or woman, or retired from the activities of life; in any case you take part in the business of your community in some capacity, and if you are to be a help to your community life instead of a dead weight upon it, your part must be constructive.

CHAPTER IV

ORGANIZING A COMMERCIAL CLUB

A FIRST requisite of progress in village life is organization. Your town will move ahead or stand still according as it has or has not organization among its business people. The other towns and villages around you are organized or organizing, and in order to hold its own, your community must do the same. Since organization is desirable and necessary, let us have organization.

You have set out to make a living and, you hope, more or less of a fortune in business in your town. You believe in spending money to develop your business by advertising, by displays of goods, by salesmanship, by various forms of promotion. You can spend money and energy in no way where the same amount will be as certain to result in increased sales, and in better business conditions, and in ultimate net profit, as when spent in helping organized efforts to make your town a better, brighter, happier, and more intelligent community.

In the case of almost every town that has no community commercial organization, the reason is not the lack of the need; not even the lack of a recognition of the need, but lack of an organizer. There must be some one who is willing to take the initiative; to stand the brunt of the fight for development of an organization spirit.

This is another instance of a common willingness to let some one else do the work; a case of people standing back and criticizing "your" village instead of stepping to the front and taking a share of the responsibility of "our" village.

The suggestions given below as to the development of a community business men's organization, a commercial club, or board of trade, are gathered both from experience in organizations of the kind and from observation of the workings of other such organizations. While some of the methods followed by others may not seem exactly suited to your village, they will at least suggest methods that will be suited. Every idea evolved by another club can usually be adapted to the uses of your club.

Before starting a commercial club it is desirable that the promoters consider well the possibilities of continuing it as an active organization. To start, to organize, is good but not

enough in itself. There must ensue accomplishment. An organization that accomplishes nothing may have a value to the community, but it will be a minimum value; almost a negative value. The organization that is going to justify its existence must be alive from first to last. A commercial club can show no more life than its "livest" member. Many of them are as dead as the "deadest" member. If such a club is to make a stir, it must have in it at least a few men who like and want a stir; who know how motion is developed and are willing to give time and energy toward developing it.

Once the commercial club is under way, the momentum can be kept up with less force perhaps than was required to start it, and it will be found that men who had no inclination to help give it a send-off, will be ready enough to push after the start is made.

All kinds of business men are willing to co-operate with any one they are sure is working to boost their business. The right kind of a leader is able to show his membership wherein the work he advocates is going to be beneficial all around. He is able to develop faith and a willingness to co-operate.

The man who sees the need for a commercial club in his town may not be the right man to

lead the club or even to head the movement for its formation. He should realize this, if it is true. Before taking any active steps he should find out who is the best available leader and then so work the wires that that man will be placed at the head of the club.

It is the necessity for getting the right man at the head of the commercial club that makes it advisable that such an organization be formed in the first place on a cut-and-dried plan. Instead of calling together all the business men of the community and forming an organization off-hand in an open meeting with no advance plans, there should be a private caucus held previous to the organization meeting.

This caucus, an informal gathering of half a dozen of the business men best suited to judge of the wisest ways and means and best able to select the appropriate officers, should arrange the entire procedure of the first meeting before it is called for the purpose of organizing. Every detail should be planned in advance, down to who shall make each motion and who shall second it. Nothing should be left to chance.

There are two reasons for these careful advance plans. One is that in no other way can sufficient judgment be exercised to secure a wise

organization, and the other is that without this prearrangement there will be a dull meeting with everything hanging fire and no snap or go or enthusiasm. Every one will sit still and wait for some one else to do the talking, and after electing the oldest merchant in town as president, the meeting will adjourn and the men will go home with cold feet, leaving another merchants' association well started on its way to the commercial club graveyard.

Advance plans, however, should be kept quiet. If the club starts off with an idea on the part of its members that the organizing has been done by a clique, there will be a feeling that the club is going to be run by the few and for the benefit of the few, and no one will be satisfied.

The officers should be chosen solely with a view to their fitness for the work at hand, and care should be taken to avoid selecting all the officers from any known business group, or church, or fraternal organization. While the organization should be effected by prearranged and even secret plans, concealment should stop right there and everything should be open and above board. The club *must* be run on the square.

The club should have a president, one or more vice-presidents, a secretary and treasurer,

and two or three lay members appointed to act with the officers as an executive board or committee. Once a year is often enough to elect officers. None of the officers in the commercial club should expect any compensation, except perhaps the secretary. Where a salary is paid the secretary, he is preferably hired by the executive board rather than elected, because it is desirable to secure a man who will be able to give considerable attention to the work of the club and there might not happen to be such a man among the members. The work of the secretary may be made to include the collection of dues and the paying of bills, subject to the treasurer's direction. This will relieve the treasurer from an unnecessary burden and make it possible to secure a good business man for the treasurer's position without a salary. If the club can afford it, in a small town a nominal salary of \$50 per year is fair compensation for the secretary, and it is usually possible to find a young man who is sufficiently interested and public spirited to take the position for less.

The following may be regarded as a specimen constitution, based on the best ideas taken from many such documents. It may in fact be called a composite constitution. The organization starting in without a fully drawn constitution

and by-laws may find it desirable to adopt at first only such portions of the constitution and by-laws as may seem particularly essential, adding others from time to time as the need for them is discovered. There is more danger to be apprehended from too many restrictions than from too few. The less red tape there is to be unwound when urgent and immediate action is desired, the better for results.

CONSTITUTION

Article I

Name

This organization shall be known as The Milford Prosperity League of Milford, Massachusetts.

Article II

Purpose of the Organization

The purpose and object of this organization is to promote the general industrial, commercial, and civic welfare of Milford, Massachusetts.

Article III

Membership

Section 1. Any individual, corporation, or firm engaged in business in Milford, Massachusetts, shall be eligible to membership.

44 COMMUNITY DEVELOPMENT

Section 2. Firms or corporations of more than one person may be represented at meetings by any or all members, but shall be entitled to but one vote.

Section 3. Applications for membership must be in writing, must be accompanied by initiation fee and dues for one quarter, and must be countersigned by two members in recommendation.

Section 4. Persons whom it is desired that the organization shall honor may be designated as honorary members by unanimous vote, it being understood that such members shall have full privileges for one year without payment of dues, and that not more than two such shall be chosen during any one official year.

Section 5. Desirable citizens not eligible to full membership may become associate members at half the regular rates, it being understood that such members, though entitled to privileges and to the floor in discussion, may not vote.

Section 6. Membership dues shall be \$4.00 per year, payable quarterly, and the initiation or membership fee shall be \$1.00.

Section 7. The duties of all members shall be to attend all meetings and to assist in every possible way the work of the club, acting on committees when appointed, and in general carrying out the wishes of the club as expressed by the vote of the majority.

Article IV

Officers

Section 1. The officers of this organization shall be a president, vice-president, secretary, and treasurer.

Section 2. There shall be an executive board to be composed of the above-named officers and two other members of the organization.

Section 3. The officers and the two lay members of the

ORGANIZING A COMMERCIAL CLUB 45

executive board, with the exception of the secretary, shall be elected annually at the first meeting of the year by a majority vote of those present.

Section 4. The secretary shall be elected or hired by the executive board, his salary to be subject to the approval of the organization.

Article V

Meetings

Section 1. Regular meetings shall be held once a month on the second Monday of each month at such an hour and place as shall be decided by the executive board.

Section 2. Special meetings may be called at any time by the president and shall be called by him on request of ten members.

Section 3. A quorum shall consist of ten members.

Section 4. The order of business at all annual meetings of the organization, and at all other meetings, so far as it may apply, shall be as follows:

1. Roll call.
2. Reading of minutes.
3. Election of officers.
4. Communications.
5. Reports of officers and committees.
6. Miscellaneous business.

Article VI

Amendments

Section 1. This constitution may be amended at any regular meeting of the organization by a two-thirds vote of the members present, providing notice of the proposed amendment shall have been presented in writing and have been read at the last preceding regular meeting.

BY-LAWS

Article I

Committees

Section 1. The president shall appoint each year the following standing committees, each to consist of not less than three members:

Membership, Publicity, Finance, Arbitration, Pedlers, Price Maintenance, Taxation, Municipal, Agricultural, Entertainment, Transportation, Educational, Good Roads, Credit Ratings, Manufactures, Trade Extension.

Section 2. All meetings shall be held on call of the chairman.

Section 3. The order of business of committee meetings shall be the same as that of club meetings.

Article II

Duties of Officers

Section 1. The president shall preside at all meetings of the organization and of the executive board, and shall perform such other duties as are the usual right and prerogative of the presiding officer.

Section 2. The vice-president shall, in the absence or disability of the president, perform the duties of that officer.

Section 3. The secretary shall keep a record of all meetings of the organization, and of the executive board, issue calls for meetings, collect and keep record of all moneys of the organization, and turn all funds received by him over to the treasurer. He shall perform all such other duties as logically come within the scope of the secretary's office.

Section 4. The treasurer shall receive and have custody of all funds of the organization, depositing the same in the name of the organization, in a bank approved by the executive board, and shall pay all vouchers issued by the secretary

and countersigned by the president. He shall make a report at each annual meeting of all funds received and disbursed, and shall present a special report whenever requested.

Section 5. Dues shall be payable quarterly in advance and any member whose dues become six months in arrears shall be dropped from the roll.

Article III

Amendments

These by-laws may be amended at any meeting of the organization, one month's notice having been given in writing to the secretary.

Few clubs will find use for all the provisions of the above constitution and by-laws, and some clubs will require rules omitted from this document. The list of committees, for instance, covers many which might better be omitted, special committees being appointed for the services indicated. One large commercial organization has a president of peculiarly efficient character who took the position with the understanding that there be no standing committees, every committee to be appointed expressly for the work it should do. This plan is said to have worked admirably.

The American Association of Commercial Executives appointed a committee to draft a model set of by-laws, and at a convention held

in Cincinnati that committee, the chairman of which was Mr. Munson Havens, Secretary of the Cleveland Chamber of Commerce, reported the following standardized set which was adopted and recommended as suitable for a commercial and civic organization in cities of 10,000 to 100,000 population. This is in effect a combined constitution and by-laws.

Needless to say many of the principles adapted to these larger communities are just as well suited to the smaller towns which we are more specifically considering, and a careful study of the whole document is recommended to all interested in drawing up a suitable constitution and by-laws for an organization of any size which is to work along chamber of commerce lines.

STANDARD CONSTITUTION AND BY-LAWS

Ten Structural Principles

Essential in the By-Laws of a Commercial Organization,
Approved by the American Association of Commercial Executives, September, 1913

1. Scope to be stated in terms sufficiently broad and general to be inclusive of every activity to be undertaken by the organization.
2. Qualifications for membership should be stated with sufficient breadth to include all eligible persons; but provision should be made for reasonable care in the admission of members, as to their character, financial responsibility,

ORGANIZING A COMMERCIAL CLUB 49

and sympathy with the general objects of the organization; provision for the suspension or dismissal of a member for cause.

3. Provision for the holding of meetings of the entire organization at intervals; and provision for the right of the membership to enforce a demand for a special meeting; and provision to prevent the precipitation without notice of a subject and action thereon at any meeting of the membership.

4. Provision for securing at regular intervals sufficient income to enable the organization to accomplish the work it undertakes; provision of a method for the expenditure of funds; and provision for a competent audit at stated intervals of the finances of the organization.

5. Provision that the source of nomination for the governing group of the organization shall be the membership at large; and provision for the exercise of a choice by the membership in the election of nominees to the governing group.

6. Provision that the governing group shall have ample power and certain jurisdiction; but provision for a reversal of the action of this group in a regular manner by the organization itself; and provision that at regular stated intervals the governing group shall be required to present a report to the membership.

7. Provision that the governing group shall elect the officers of the organization.

8. Provision that committees shall be named by the president, subject to confirmation by the governing group; and provision that every action of every committee shall be subject to review by the governing group before becoming the action of the organization; but provision that general policies and their interpretation having been fixed by the governing group, there may be reasonable freedom of action in specific cases in a particular line of activity by a group of members interested in that line — either through the creation of a

50 COMMUNITY DEVELOPMENT

subsidiary organization (such as a board or department) or by committee.

9. Provision that the executive officer of the organization shall be elected by the governing group, and that he shall have the power of appointing and discharging all other employees; but provision that salaries shall be fixed by the governing group, or by a committee to whom the governing group may delegate that power.

10. Provision for the amendment of the by-laws by a method that is neither too easy nor too hard.

Article I

Object

Section 1. Objects Defined. The Chamber of Commerce is organized for the purpose of advancing the commercial, industrial, and civic interests of the City of; to promote integrity and good faith; just and equitable principles in business; uniformity in commercial usages; and to acquire, preserve, and distribute industrial, commercial, and civic statistics and information of value; to discover and correct abuses; to prevent or adjust controversies; to have a part as representing our city in the consideration and decision of state and national abuses.

Section 2. Limitation of Methods. This chamber in its activities shall be non-partizan, non-sectional, and non-sectarian, and shall take no part in or lend its influence to the election or appointment of any candidate for state, county, or city office.

Article II

Membership

Section 1. Classes of Membership. The Chamber of Commerce shall be composed of active members and honorary members.

ORGANIZING A COMMERCIAL CLUB 51

Men of good standing interested in the commercial, industrial, and civic progress of the city shall be eligible for active membership. Distinction in public affairs shall confer eligibility to honorary membership. Honorary membership shall include all the privileges of active membership, except that of holding office, with exemption from the payment of all fees and dues.

Section 2. Active. Candidates for active membership shall make written application to the board of directors and this application shall be regarded as a guarantee on the part of the applicant of his interest in and sympathy with the purposes of the organization, and of his adherence, if elected, to its by-laws, rules, and regulations. Election to active membership shall require the recommendation of the membership committee and an affirmative vote of the directors. Ten days' notice of approval by the membership committee shall be posted on the bulletin board. Objection to any applicant recommended for election by the membership committee shall be communicated to the board of directors before the meeting of the board at which the name of the candidate is to be considered. At each regular meeting of the chamber the names of members elected since the preceding meeting shall be announced.

Section 3. Honorary. Honorary members may be nominated by the membership committee and elected by the board of directors. A proposal to confer honorary membership may be made in writing to the membership committee by any member of the chamber. If the membership committee approve such proposal, the name shall be presented in nomination to the directors with a brief statement of the reasons therefor. If such nomination shall be approved by the board of directors, announcement of such approval shall be posted on the bulletin board for a period of ten days. Objection thereto may be communicated to the board of directors in writing within this period. If a nominee shall receive an affirmative vote of the board of directors, he shall

52 COMMUNITY DEVELOPMENT

be declared elected. Two negative votes shall defeat approval by the membership committee of a proposal for honorary membership, and three negative votes shall defeat election by the board of directors. Every election to honorary membership shall be announced to the chamber at its first meeting thereafter. An honorary membership may be revoked by the board of directors at any time.

Section 4. Dues. Each active member shall pay dollars annually as dues toward the maintenance of the chamber. These dues shall be payable on the first day of Members elected during the fiscal year shall pay pro rata for the months intervening between the date of election and the first day of

Section 5. Delinquency. If any member shall fail to pay his dues within three months after date of maturity, his name shall be posted on the bulletin board for a period of ten days, and written notice of delinquency shall be given to him by the treasurer. If at the end of ten days he still remains delinquent, his membership may be forfeited by action of the board of directors.

Section 6. Rebatement. The directors shall have the power to rebate the dues of any delinquent member and continue his membership in good standing. The directors may also rebate the dues of any member unable to avail himself of the privileges of the organization by reason of illness, absence from the city, or any cause, during the period that such cause is existent.

Section 7. Resignations. All resignations shall be tendered to the board of directors in writing. A resignation received after a payment is due shall not relieve the member presenting such resignation from liability for the dues of the year entered upon.

Section 8. Expulsion. Any member may be expelled for cause by resolution passed by two-thirds of the entire board of directors at any meeting called for this purpose. Such member shall be notified of the intention of the board to

consider his expulsion and shall be given the opportunity of a hearing before the board, but shall not be represented by professional counsel. Passage of such resolution shall, without other act on the part of the board of directors, annul such membership.

Article III

Board of Directors

The government of the chamber, the direction of its work, and the control of its property shall be vested in a board of directors consisting of fifteen members, who shall be elected annually as hereinafter provided. Their duties shall begin within the three days following their election, when they shall meet, qualify, and elect from their own number a president, two vice-presidents, and a treasurer. They shall also annually elect a secretary and fix his salary. The secretary shall, upon his election, become a member of the board of directors. The directors shall have power to fill all vacancies in the board. They may adopt rules and regulations for conducting the business of the chamber. They shall meet not less frequently than once a month. They shall submit in writing at the annual meeting a full report of the work and finances of the organization.

Article IV

Officers

Section 1. President. The president shall preside at all meetings of the chamber and board of directors. He shall perform all duties incident to his office and advise such action as may be deemed by him likely to increase the usefulness of the chamber.

Section 2. Vice-Presidents. The first or second vice-president shall act in the absence of the president; and in the absence or disability of the three officers named, a mem-

54 COMMUNITY DEVELOPMENT

ber of the board of directors shall be chosen to act temporarily.

Section 3. Treasurer. The treasurer shall receive and disburse the funds of the chamber. He shall keep all monies of the chamber deposited in its name. At frequent intervals he shall make reports to the board of directors, which shall require him to give acceptable bond, in such sum as the board may determine, for the faithful performance of his duties.

Section 4. Secretary. It shall be the duty of the secretary to conduct the official correspondence, preserve all books, documents, and communications, keep books of account, and maintain an accurate record of the proceedings of the chamber, board of directors, and all committees. He shall appoint, have a general supervision over, and may dismiss all employees of the chamber. He shall perform such duties as may be incident to his office, subject to the direction of the board of directors. He shall give bond for the faithful performance of his duties in such amount as the directors may determine. At the expiration of his term of office, he shall deliver to the board of directors all books, papers, and property of the chamber.

Article V

Committees

Section 1. Appointment. The president shall appoint all committees, subject to confirmation by the board of directors. It shall be his duty to appoint an executive committee and a membership committee.

Section 2. Executive. The executive committee, composed of five members of the board, shall transact all routine business of the chamber, shall act for the board in the interim between its meetings, shall have authority to order disbursements for the necessary expenses of the organization, and audit the same for payment. The executive committee shall

fix the salaries of all appointive employees of the chamber. It shall have supervision of the rooms and property of the chamber; it shall submit at the meeting of the board reports of its actions or minutes of its proceedings for confirmation.

Section 3. Auditing. The president shall nominate an auditing committee at a meeting of the chamber prior to the annual meeting. The chamber may approve or change the personnel of this committee. It shall be the duty of the auditing committee to examine and audit the books and accounts of the treasurer and the secretary at the close of the year's business and report its findings to the board of directors and to the chamber at its annual meeting.

Section 4. Authority of Committees. It shall be the function of committees to investigate and make recommendations. They shall report in writing to the board of directors. No standing or special committee shall represent the chamber in advocacy of or opposition to any project without the specific confirmation of the board of directors, or such confirmation as may be clearly granted under general powers delegated by the board of directors to that committee.

Section 5. Committee Meetings. Meetings of committees may be called at any time by the president or by the chairman of such committees.

Section 6. Ex Officio. The president and secretary shall be ex officio members of all committees, unless otherwise ordered.

Article VI

Subsidiary Organizations

Section 1. Formation. Any number of members who may desire to be associated together as a board, section, exchange, or association, for the purpose of promoting more effectively the special trade, industry, business, or profession in which they are interested, may form a board of the chamber of commerce.

Section 2. Application. The desire to form any board

shall be communicated to the board of directors in a petition signed by not less than ten members, who would be eligible to membership in such board if formed, and if the board of directors shall approve the formation of such board, the secretary shall issue a call for a meeting of all members likely to be interested therein.

Section 3. Authority. If two-thirds of those called shall favor the formation of such board, this fact shall be reported in writing to the board of directors, who shall issue a certificate of organization bearing the seal of the chamber and the signature of its president and secretary; but such certificate shall not be issued until the board of directors shall have approved all by-laws, rules, and regulations which have been adopted, or proposed to be adopted, by such board.

Section 4. By-Laws. Each board of the chamber of commerce may adopt such by-laws, rules, and regulations as it may consider necessary for its proper government; but no by-laws, rule, or regulation shall be adopted by any board which shall in any way conflict with the purposes and objects of the chamber as set forth in its charter, by-laws, rules, and regulations.

Section 5. Indebtedness. No board of the chamber, or any member thereof, shall contract any debt in its behalf which shall in any manner, or to any extent, render the chamber liable for the payment of any sum, unless the same shall have been approved by the board of directors of the chamber.

Section 6. Resolution. No action or resolution of any board shall be binding upon or expressive of the sense of the chamber of commerce.

Section 7. Dissolution. Any board of this chamber may be dissolved by the directors upon petition approved by two-thirds of the members of said board present at a meeting officially called for the purpose of considering such dissolution; and any board may be suspended or dissolved by the

ORGANIZING A COMMERCIAL CLUB 57

board of directors for any action contrary to the charter, by-laws, rules, and regulations of the chamber.

Section 8. Reports. Boards or associations, in affiliation with the chamber, shall submit to the board of directors reports of their condition and reviews of their proceedings at least once a year.

Article VII

Meetings

Section 1. Annual. The annual meeting of the chamber shall be held on the third Tuesday in of each year. Regular meetings of the chamber shall take place upon dates determinable by the board of directors not less frequently than once in three months. Special meetings of the chamber may be called whenever the directors deem it desirable. Twenty members shall constitute a quorum at any regular or special meeting of the chamber.

Section 2. Special. A special meeting of the chamber or the board of directors shall be called upon the written request of ten members of the chamber.

Section 3. Business. At all special meetings of the chamber, only such business as the meeting was called to consider shall be discussed and acted upon.

Section 4. Executive. Upon motion of any member, the chamber may, by a two-thirds vote, go into executive session.

Section 5. Speeches. No member shall be permitted to speak more than twice, or longer than ten minutes each time, on a single subject except by a two-thirds vote of those present.

Section 6. Exclusion. No one but a member shall address the chamber except by invitation of the directors or by unanimous consent of the meeting.

Section 7. Resolutions. A resolution offered at any meeting must be in writing, and no member shall read

or offer for action any communication, report, or resolution, unless it has previously had the approval of the board of directors, without first making a general statement of the subject matter thereof. Should any two members object to its presentation it shall be referred to an advisory committee of three, to be immediately appointed by the presiding officer. After hearing any statement that the member offering, or the members objecting to its presentation may desire to make, this advisory committee shall report the matter back to the meeting with its recommendation that the matter be presented to the meeting, or that its presentation be deferred. If the committee recommends that its consideration be deferred, the resolution in question shall be referred to the board of directors with power to act, subject only to the provisions of Article VII, Sections 2 and 3 of these by-laws.

Article VIII

Elections

Section 1. Elections. The election of directors shall be held on the Tuesday in of each year.

Section 2. Nominating. At the last regular meeting of the chamber prior to the annual election, a vote shall be taken by ballot on open nomination, for the selection of a nominating committee. Due notice of such meeting shall be previously given to each member by the secretary. The five members receiving the highest number of votes cast shall constitute the nominating committee.

Section 3. Official. The nominating committee shall prepare a list of twenty-eight candidates, to be known as the "official ticket," from which members may select fourteen for directors.

Section 4. Report. The report of the nominating committee shall be posted, and a printed copy thereof mailed to each member of the chamber at least six days prior to the annual election.

ORGANIZING A COMMERCIAL CLUB 59

Section 5. Polls. The polls shall be open from 12 M. until 5 P. M. on the day of the annual election.

Section 6. Result. The fourteen candidates receiving the highest number of votes cast at the annual election shall be constituted and declared members of the board of directors for the ensuing year.

Section 7. Tie. In the election of directors, should a tie vote occur, the committee of judges shall cast lots and certify as elected the person or persons on whom the selection falls.

Section 8. Unofficial. Any twenty-five members of the chamber may nominate a different ticket or tickets by posting the same, over their signatures, on the bulletin board, not later than three days previous to the annual election.

Section 9. Voting. All voting shall be by ballot. No proxies shall be allowed. A plurality of the votes cast shall constitute an election.

Section 10. Limitation. Members shall be limited to one vote each ballot for any one candidate at any election.

Section 11. Judges. The president shall appoint and announce at the meeting when the nominating committee is elected, a committee of five judges, who are not members of the board of directors or candidates for election as such, to have supervision of the election, and such committee shall serve from the opening of the polls until the result has been ascertained.

Section 12. Certificates. The committee of judges shall cause to be issued to each director elected a certificate of his election, bearing the signature of the members of the committee.

Article IX

Disbursements

No disbursements of the funds of the chamber shall be made unless the same shall have been approved and ordered by the executive committee or board of directors. All disbursements shall be made by check. Checks shall be signed

60 COMMUNITY DEVELOPMENT

by the secretary and countersigned by the president, or one of the vice-presidents, or the treasurer.

No appropriations of money or other property of the chamber shall be made for any purpose other than to defray the legitimate expenses, except by the unanimous vote of the members present at a meeting of the board of directors, or a four-fifths majority vote of those present at a meeting of the chamber.

Article X

Seal

The chamber of commerce shall have a seal of such design as the board of directors may adopt.

Article XI

Parliamentary Rules

The proceedings of the chamber meetings shall be governed by and conducted according to the latest edition of Roberts' Manual of Parliamentary Rules.

Article XII

Amendments

Section 1. By-Laws. These by-laws may be amended or altered by a two-thirds vote of those present at any regular or special meeting, provided notice of the proposed change shall have been posted on the bulletin board and mailed by the secretary to each member not less than ten days prior to such meeting.

Section 2. Approval. All proposed amendments shall first receive the approval of the board of directors.

Suggested Rules and Regulations

Section 1. Hours. The rooms of the chamber shall be open daily from 8 A. M. until 5 P. M., except Sundays, holi-

days, and Saturdays, after 12 M. They shall also be open at other times for meetings of the chamber, board of directors, committees or boards, and by order of the executive committee.

Section 2. Use of Rooms. The rooms shall be, primarily, for the use of members and guests, but may be used for meetings of public interest, or of any branch of trade, business, or profession represented in the membership of the chamber, but permission must be obtained from the executive committee prior to such meeting.

Section 3. Visitors. A member may personally introduce a visitor to the privileges of the chamber by recording the name and residence of his guest, together with his own, in the visitor's register, which shall entitle such person to the privileges of the chamber for a period of two weeks. A card of membership in any commercial organization of good standing in the United States shall entitle the holder to the privileges of the chamber for a period of not exceeding two weeks. Such period may be extended by approval of the executive committee.

Section 4. Registration. Persons not members attending any meeting shall be expected to register.

Section 5. Press. The courtesies of the chamber shall be extended to duly accredited representatives of the press.

Section 6. Cards. A membership card shall be issued annually to each member, who will present it on entering, when so requested.

Section 7. Books, etc. No book, publication, or other property of the chamber shall be taken from the rooms, except by authority of the executive committee.

Section 8. Pictures, etc. No pictures or works of art shall be placed in the rooms without permission of the executive committee.

Section 9. Advertisements. No advertisement of any nature shall be placed in the rooms without the consent of the executive committee.

62 COMMUNITY DEVELOPMENT

Section 10. Gratuity. No member shall give any gratuity to an employee; any employee receiving a gratuity shall be immediately dismissed.

Section 11. Complaints. It shall be the duty of the members to present in writing to the board of directors any complaint and to offer in writing any suggestions, with a view to improvement in the management of the chamber.

With the completion of the organization of the club, plans should be made at once to develop interesting meetings. The success of the organization depends very largely upon the early meetings being made entertaining, thus securing the interest of the members and making them want to attend and sending them away to tell others of the interest developed. Securing attendance on a basis of its being the duty of the business people to attend is slow and uncertain. If the meetings are made of real interest there will be no trouble in getting the members to come to them. A program committee may be appointed as a standing committee, or a new committee may be appointed for each meeting.

Get as many people as possible interested in helping at the meetings. Mr. Moody once said that he would rather put ten men to work than do the work of ten men. The men who are working, the members who are helping, are not criticizing. A man will not become one of the

club's "knockers" if he is made one of the club's workers. When a man does show a tendency to carp and criticize, set him at work. It is a well-known principle of practical politics that the quick and certain way to settle the position of a man who is doubtful is to send him to get some one else in who is doubtful.

The question of where meetings of the organization shall be held is sometimes difficult to adjust satisfactorily. Usually, however, there is a small hall available at a nominal rental, or otherwise some local society will be glad to help the cause, and incidentally its own treasury, by extending the use of its rooms in return for an annual contribution. The Young Men's Christian Association rooms are often available in this way, and the commercial club can well afford to contribute annually to this association just as a matter of good business, since it is one of the most effective promoters of good citizenship.

Aside from the regular business that may come up, it will, at first anyway, be a good plan to have something special in the way of profitable entertainment. There may be a local merchant who can talk instructively on the writing of advertising, or on making show cards, or on getting up window displays. Occasionally a

business man from another town will be available for a talk. The proper official may be asked to come in and tell about what is being done to improve the highways. The local postmaster may be invited to explain the workings of parcel post or of postal savings banks. Any one who can and will talk on a subject of interest to the business men will help to make an interesting meeting and to increase subsequent attendance.

The president cannot leave it to the members to come or not just as they see fit. He must make it his business to see that they do come, using personal solicitation and such schemes as seem desirable to get them there. An advertising club increased its attendance at a special meeting by requesting every member to come wearing some kind of a badge gotten up by himself and indicative of his occupation. Great ingenuity was shown by the members. A physician wore a clinical thermometer, a jeweler a badge made from a main spring, a druggist a huge sponge, etc.

Since it is getting together in meetings that makes a commercial club valuable, the meetings being the occasions when the aims and objects and the plans of the club are produced, it ought to be desirable to hold meetings as often as a

good attendance can be secured. Once a month, however, is usually as often as meetings can be held regularly, though informal meetings may be held at other times, taking, for instance, the form of a business men's luncheon. Informal get-together occasions help tremendously in the development of harmony and interest. The executive committee may meet once a week or oftener when any special work is under way. Meetings of that committee ought to be held whenever anything can be accomplished thereby. The president can get the members of this committee together easily on short notice. Formal notices of the meetings of the whole club should always be sent out by the secretary, and when there is anything of special interest to be brought up at the meeting, a mention of it in the notice helps bring out a good attendance. This notice, however, should not merely state that "Important business is to be transacted." It should specify to some degree what the business is.

The club that organizes and starts out to do big things at once will probably fall flat inside of a year. It requires preparation to fit a club for the greater tasks, just as it takes preparation to fit the individual for them. Then, too, if too big undertakings are attempted at first

and prove failures, as they probably will, the membership is discouraged and cannot be brought to feel a subsequent interest in starting anew on little tasks.

Success in a commercial club is no doubt based on having at least one man who knows how, but it is also based on getting every member to do something. There must be a development of the latent force that is existent in the backward, uninterested members. No club can succeed with half its membership dead weight. It is better to have less members.

While the club should interest itself in all the activities of the community, it certainly ought not to try to run things, and it should avoid getting the reputation of trying to run everybody's affairs. Tact should be used by the management to steer clear of any such shoals.

The interests of the commercial club must be all-pervading. There must be absolute absence of favoritism. The helping hand must reach out toward the little fellows as well as toward the big ones. The big fellows must be encouraged to help the club and the village in general to the extent of their ability, and the little fellows must be taught to come to the club for help when they think it has the right or the power to serve them. It is the regarding of

the club as a valuable public servant that will enable its members and the public in general to learn its value.

In a later chapter,¹ where is detailed what some commercial clubs have done, will be found abundant ideas as to what your own commercial club can do.

¹ Chapter XII.

CHAPTER V

THE COMMUNITY LEADER

COMMUNITIES, like bodies of soldiers, like civil organizations, like religious organizations, like individuals, need to be led in order to produce the best results.

Left to our own initiative, as individuals or as groups of individuals, we tend to idle on our way. Ambitions stir us at times and waves of energy pass through us, stimulating us for the time being; but unless we are led we soon backslide. There are exceptions; there are men and women in whom the fire of action burns insistently and constantly and never seems to burn itself out, but these are the exceptions. The rank and file of us require leadership, to-day, to-morrow, every day.

Leaders are born rather than made. The quality of commandership is a native rather than a cultivated quality. A man who lacks it absolutely will never develop it to a highly successful degree, though he may be able to lead temporarily. Many men who possess the quali-

ties of a leader cannot be induced to try leading. They are afraid of the responsibilities, or they may belong to the class that shirks responsibilities because of an innate laziness.

The demand for community leaders is increasing, particularly in the large towns and cities. When a great university like Harvard establishes a course in chamber of commerce secretarial work, the permanence of the occupation is assured. It is now possible to take a complete course in the work of the commercial club secretary to fit one's self for the active duties that go with leadership of community welfare and development work.

Of course the professional community booster who comes from the outside is handicapped in his efforts to develop the town because he is not at the outset in the fullest sympathy with its people and its needs. His intentions may be of the best, but without living in the community for some time he cannot take hold of its work in the same spirit as a native. An outsider is not one of the people he comes to serve, and even though he can put himself in the position of being one of them at the beginning, he cannot make them accept him so readily. He is a stranger in fact and it takes time to remove the element of strangeness.

Thus it is certain that the man who can best lead a community to higher and greater things is one who has lived in that community long enough to know its idiosyncrasies and its peculiarities, its faults and its virtues.

One strong man can make a community a great success because a community is as strong as its strongest link, as strong as its strongest man—if he so wills it. A city or town of business men of high average ability may easily fall far behind one which averages much lower in the ability of its business forces, but which possesses one man of exceptional ability who will act as a leader. As one old writer expressed it, "An army of deer led by a lion would fight better than an army of lions led by a deer." The exceptional leader will be able to make proper use of the other men whose low average ability is no hindrance to their doing their parts in the general uplift work.

One difficulty with successful leadership of the community is the inclination on the part of all who take an interest in the work to make the community leader a sort of glorified odd-job man, an exalted village errand boy who may be sent on any kind of mission which seems to be of interest and value to more than one person.

The head of this kind of community work,

like the head of any well-organized manufacturing business, ought to be as far as possible removed from direct responsibility for the details of the work, the minor responsibilities for the thousand and one things that make up the work of the movement. The system should be that of the pyramid with the chief executive at the top, nothing coming up to him save what cannot be handled without his direct connection with it. Most such organizations are run and managed as inverted pyramids, the whole institution with all its ramifications resting on the shoulders of the president. Lyman Abbott in his "Reminiscences" says he made it a rule in church work never to do anything himself he could get some one else to do.

The man who is to succeed as the head of a community welfare movement must know what the community needs as an individual community, and he must know what communities need as a class to set them moving ahead. He must know how to develop the interest of the people into a desire to possess the things they need. He must know how to get on with humanity without causing friction. He must have the knowledge of whither to lead and he must know how people like to be led.

A leader must not expect to be able to stand

back and point out the way as if a captain were to say to his soldiers, "There is the enemy; go and defeat them!" He must be ready to step into the advance line and say, "Come on!" instead of "Go on!"

Leaders must be honest not only in character but in reputation. They must be above suspicion. Once let a leader gain a reputation for favoring this or that firm or set, and his usefulness is gone. Favoritism will put an end to the confidence in a man almost as quickly as dishonesty. The public demands absolute fairness from the man who is to take the lead. Of course, to be absolutely unbiased means that the man will have to put up with slurs and insinuations of prejudice. He may be compelled to endure as much in the way of accusations as if he were not unbiased, with the added knowledge of their injustice. But he will produce results unattainable by favoritism.

The leader needs to be somewhat oblivious to criticism because he will certainly receive it. The most conscientious efforts and the hardest work will not keep a man from criticism. It will come from jealousy, from ignorance, from incompetence, and from mere pessimism. There will be plenty of times when the com-

munity leader will find his sole satisfaction in the fact that he has done his duty.

But leaders are made of a stuff that can rise above criticism, that can endure unfair treatment. Many qualities are necessary in a leader who is to be the Moses of his community, and it is this that makes it desirable that the promoters of organization and the electors of a leader follow all the precautions mentioned in a later chapter on the formation of commercial clubs.

There can be no standing still on the part of the leader. When he has outlined one plan for the work of the organization, he must at once begin on another to have it ready for use when the first is out of the way. It is easy to start in with a rush and make things hum for a little while, but it is not so easy to maintain the momentum, to keep up the interest in the work. Just as soon as enthusiasm begins to flag, as soon as interest begins to wane, the croakers will begin to say, "I told you so." Interest must not be allowed to wane. There must be something planned ahead all of the time. The leader must keep his mind on the business of inventing and devising. He must be on the alert to discover plans that have been used here

or there with success. He must be an omnivorous reader of trade and business literature, both to enable him to make plans that will possess the merit of novelty, and to make his plans practical. He must understand merchandising conditions and advertising methods. He must know about educational, political, and sociological matters. He must study sanitation, architecture, municipal government, as may be necessary. He must inform himself on every interest that comes before the local public.

A leader in commercial club work must be an all-around man, with a knowledge not of a superficial character but of a more nearly absolute sort. It is not necessary that he know the last detail of every subject that comes up, but he should at least know where accurate knowledge is to be obtained. If he is not an encyclopedia of knowledge he must at least be an encyclopedia of the sources of knowledge. And above all he must be prepared to put aside personal preferences and prejudices and become literally a public servant, whether his office does or does not receive a remuneration. The man is most successful as a leader who keeps in the background the fact that he is leading, or that he is crowding any action upon his membership.

In laying down so many specifications for the

commercial club leader it is not intended to discourage any man who is willing to put his shoulder to the wheel and undertake to move the mired civic coach. In mentioning the attributes of the perfect leader it is not with the expectation that any man is likely to achieve perfection, but with the desire to show along what line one ought to travel to arrive as near as possible at that goal.

In the main the success of a commercial club in any town is a one-man proposition. One man must know what can be done and how it is to be done. One man must have the energy to work and to induce others to work. One man must assume the responsibility and start the ball rolling.

That one man, once he is found, may be the making of the successful organization even though he has no other qualification than abundant energy. If he has the energy to get others to work, and if he knows enough to call on others who do know, for the things he himself does not know, he can make the club succeed. One man can work wonders if he has the courage of his convictions and, along with that, abundant determination.

It is always difficult to find men ready and willing to take the lead in the development of

commercial club work. There are plenty of men in your town and mine who would be glad to be elected to the chief executive office of a local association of business men, but in all this plenitude there may not be three who are fitted to lead the organization to a real success.

It necessitates a sacrifice on the part of the man who is to take the presidency of your commercial club. There is no money in the task whether he is paid a salary or not. There is no opportunity for graft or perquisites. Often the chief return is the criticism for the failures of the club — for failures there will be. Some failures will be the result of the refusal of the members to co-operate, but it may as well be admitted that if the members will not co-operate it is largely due to the lack of efficiency in the leader as a developer of co-operation.

Since a leader is needed; since some one individual must take the initiative and develop interest in organization in your community, why not you! The business people are ready to be organized. The motor is ready to start. Will you push the starter lever and set the wheels in motion?

CHAPTER VI

GETTING MEMBERS FOR LOCAL ORGANIZATIONS

WITH the organization of a commercial club or an improvement society, one of the early problems is how to secure a representative membership, or at least a membership large enough to make an adequate working force.

There are about so many individuals in every community who can be counted on to join any such progressive movement. There is in every town and village a certain element of the population that stands for improvement and advancement. These people are quick to see the advantages of a step forward and they do not need to be urged into membership. These people of the forward tendencies are not disposed to be mere passengers, riding along on the momentum furnished by others, accepting the advantages that accrue from the work of the public-spirited people, and taking the increased valuation of their property without being willing to turn over a hand to help.

But after this usual few have joined the organization, work is required to get the rest to come in. If it is left to the general public, to the rank and file of the eligible, to join when they feel so disposed, it will be a long time before the membership amounts to much in numbers. The people who do not care enough to feel a real interest at the outset will rarely come to care enough later unless urged.

If the organization can make good with its initial membership, it will find it much easier to get the rest to come in later when they have seen the advantages of the organization, but they will have to be asked even then, and probably asked many times.

If the organization does not succeed in accomplishing anything worth while with its original membership, then the longer it waits before going after more members, the harder it will be to get them in. It is not a good plan to wait before urging people to join, unless there is a certainty of making the organization something they will be more willing to join later.

Interest all the people possible in coming to the meeting at which the organization is perfected. Then let no one get away without being given a chance to sign up or to refuse to do so. It is not enough to announce that after adjourn-

ment any one who wishes *may* come forward and sign the constitution. That will not get anybody who has not already decided to join. The request that gets the backward individual must be made in person by another direct to him or to her. Take a few minutes' recess, if necessary, when the enthusiasm of the meeting is at its height, and have pledges circulated by influential people. It is easy enough to decline to join when all it requires is merely not to walk up and sign. It is under such conditions easier to stay out than to go in. It is not so easy to decline when it calls for a positive refusal to an acquaintance or perhaps to a friend, and when back of the request there comes more or less urging, it becomes still harder.

No one should be urged till their refusal will amount to a statement that they do not believe the organization will succeed, or that they do not think it is anything they want to join. In asking a person to join, don't give that person an opportunity to stick his stakes deep enough so he will hate to pull them up. Many people have stayed out of organizations all their lives simply because at the outset they said positively that they would not join, or that they did not believe in the organization, and then were kept by their pride from acknowledging themselves

in the wrong. It is much better to leave a person under-urged than to make him forever inimical by over-urging.

As soon as the charter membership is secured and all who will join of their own volition have done so, go after the entire available population with a committee and a paper ready for signatures. Canvass the town thoroughly and give every one an opportunity, but let every one who refuses be left in such a mental attitude as will make it easy to renew the request later. Instead of saying sarcastically, "Oh, well, if you don't want to help along the good of the town, of course you don't need to do it," say, "Of course you know best what you want to do and if you don't feel like joining now, let it go. Perhaps later you will have more time for it. We will hope to have you with us some day, and even if you don't join, we know you are in sympathy with our work." It is very likely that a few more members might be secured at the time of the canvass by using the more strenuous means of semi-compulsion, but the eventual development and usefulness of the organization is best subserved by the more politic method and that will in the end produce the largest membership.

Just because an individual seems averse to

joining at once, it does not follow that that person might not be a valuable member. It is scarcely possible to know who will be good members and who will not be, until after trying them out. There will be many surprises and some disappointments along this line.

After the organization is well started it is better to let the effort to secure members fall into the background for a time, giving the public an opportunity to join by extending a general invitation to a meeting now and then with the request to come prepared to join, but omitting urgent solicitation. The organization will be the more successful for making it in some degree a privilege to be a member than it will if there is no one in town who has not been hounded about the matter until weary of it.

There ought to be membership committees for these organizations and such a committee ought to wait on newcomers in town and give them an opportunity to join. It may well take an afternoon off now and then and canvass some of the people who have never really decided what to do about it.

The constitution and by-laws may provide that members be elected by ballot, but it is usually found expedient, particularly in a small village, to take in any one who is qualified and who

applies for membership, omitting the formal ballot. This is an arbitrary method but it need not cause any trouble and it may save a good deal of it.

The tendency in a commercial club is for outsiders to come in one by one as they see the advantages of membership and the success of the club. There will be plans put through by the club which will give members a direct advantage. For instance, one commercial club offered to pay the hotel barn checks of the farmers who drove into town for Christmas shopping. The farmer was asked to take his check to the store of any member of the commercial club and he would have his money refunded. These checks in turn were taken over by the treasurer of the club and the merchant then reimbursed. It will readily be seen that the non-member was not included in this and it became necessary for him to advertise at his own expense that he too would redeem barn checks, if he decided to do so, and when he did redeem them the money came out of his own pocket since he could not fall back on the club treasury for reimbursement. A few such things help the backward to see where it will save them money to join the club.

Where a large membership is desired, a competitive method of securing members often

works out to advantage. This is put into effect by choosing two captains from among the members and letting these two divide the membership between them for their assistance, thus making two "sides," each of which is to try to secure more new members in a given time than the other; the losing side perhaps to give a dinner to the winners and to the new members. Such a contest needs to be confined to a limited period of time and there must be considerable enthusiasm injected into it by the president, and the enthusiasm must be kept at white heat while the contest lasts. This plan is a good one to use when the organization is ready to make its final effort to develop the membership to the capacity limit.

A commercial club may find it desirable to admit to membership the farmers of the surrounding territory, giving them an associate, if not a full, membership. Some kind of a contest plan will work out well in developing the membership along this line. One club known to the writer has but one form of membership and admits the farmer as a full member, the cost of membership being low, a dollar a year. Another club has found it is not advisable to make the farmers full voting members since they so far outnumber the business people that it would

become a farmers' organization. As a general rule it may be safely said that the best plan is to admit the farmers as associate members at a nominal rate well below the regular membership charge.

In interesting the farmers to become members a plan that has been found satisfactory is to hold neighborhood meetings where the farmers are entertained at a picnic or with a home talent show of some kind in a schoolhouse, with a concluding talk on home town work and an opportunity to join.

An individual modification of the membership contest plan is the offer of a series of prizes for the members turning in at a specified meeting the largest number of membership applications, accompanied by the membership fee and the first quarter's dues.

Referring to the cost of membership, dues, etc., in many of the larger towns and cities the members of the commercial club are classified to make a graded cost that will fit the size of the business. For instance, in Joliet, Illinois, the following schedule has been in force: The largest businesses are rated as Class A and they pay \$100 a year. The next businesses form Class B, paying \$50; the next, Class C, at \$25; and the last, Class D, at \$15. This grading

is based on the fact that the commercial club gives an extensive service on credit ratings of consumers, and since the larger business requires much more service from the credit bureau, it should pay more for its up-keep. Another way of grading the expense properly where there is credit bureau service, is to charge a fixed price for each credit inquiry, thus arranging it so that each house pays for just what service it receives.

Where there is no definite service rendered by the club to its members other than the work for the general good, a flat rate per year is probably preferable, though it must be low enough not to act as a bar to the smaller business firms. To set an arbitrary rate and make it too high for the little fellows is to get the club their disfavor and to end by its being called a rich men's club. Often the small retailers are the best members and will do the most and the hardest work for the general good. It is from small dealers that all the large dealers grow and it pays a town to encourage its small business people.

The work of the commercial club is largely concerned in developing the aggregate trade of the town sufficiently so that every business man may increase his business without doing it at the expense of his neighbor. To make this work satisfactory and successful it must be backed by

a membership that represents the whole business element rather than any part of it. A full membership is important in making the work of the club successful. Getting and keeping the members, if not the key to the success of such organizations, is at least a most important feature.

CHAPTER VII

CO-OPERATION IN TOWN AFFAIRS

SHOULD local organizations of the uplift and improvement sort interest themselves in local municipal affairs?

Why not? What is more important to the town than the management of its business? What is more important to the taxpayers and to the citizens of all classes than to see that they get a square deal at the hands of the men they put in charge of their finances?

Even in the small town where there is little opportunity for graft and where the officials serve at almost nominal salaries, or even for nothing, there is apt to be more or less misappropriation of funds and misdirection of energy. I do not mean necessarily that money will be appropriated to private ends, but rather that it will be spent unwisely and in ways that will not produce the most satisfactory and desirable results.

The men in charge of the town affairs, whether they be called trustees, aldermen,

selectmen, or otherwise, are often men with no experience in the matters they are called upon to handle. They are not often chosen for fitness for the position. They know nothing about building roads perhaps, or about sewerage systems or lighting plans. They are asked to step right into the middle of operations that should have trained management, and if they fail to make good, it is not altogether their fault.

Organizations of the men and of the women of the community can offer suggestions and advice regarding public works, and they can go to those high in authority in such matters and get the information on which to base that advice before offering it to the village officials. If there is to be erected a new public building of any sort, even though it be nothing more than a small house for a horse carriage, the improvement society or the commercial club may well take the matter under consideration through a proper committee and see that the building is constructed in such architectural style as to be an addition to the appearance of the place where it is to be located, rather than a merely neat job of carpentering. Usually the cost of something harmonious in style with its surroundings is no greater than the cost of some architectural monstrosity. Usually, too, the town officials are just

as anxious to put up something in good taste as the people are to have them, but perhaps they do not know how to go about it.

Where matters of great general importance are to come up for a vote of the people, the local organizations may often influence the election to a right result by a free and open discussion of the questions at issue in the meetings of the association. If possible, have some of the best informed men on each side of the subject come in for the discussion.

It may be argued that a commercial club should not meddle with political matters, and there is much reason in the argument. However, it is to be said also, that anything that concerns the welfare of the community is a proper and fit subject for club discussion, whether it be politics, temperance, or religion. It should be further said, however, that party politics ought to be eliminated from the government of a small town. Village politics are too small to be party-ized. Community matters should be decided in accordance with the welfare of the community rather than in accordance with any political platform devised to meet state or national needs. Tariff measures should not influence the selection of the best man for the place of president of your town or mine, or the vote on an appro-

priation for a new building of any kind that we need.

If the discussion of municipal matters cannot take place in the commercial club or improvement society without causing heated arguments and possible disruption of the organization, such matters should not be brought up. It is, however, individual selfishness and shortsightedness and perhaps pigheadedness that makes open discussions of the sort impractical.

Also in every community there are always some other subjects that may as well be omitted from discussion in meetings, for the reason that no decision or vote on them could be made binding on the membership. Some individuals will feel that their individual rights are being tampered with if there is any attempt to coerce them.

If the commercial club or the village improvement society could decide amicably to use its influence on the right side of a local option election, it obviously might help to bring about better local conditions; but the attempt to use such an organization as a means of promulgating the doctrines of license or no-license would probably produce more ill feeling and cause more antagonism to its future work in all lines than

would be offset by any possible good it might accomplish in the actual excise election.

In the same way, where the community becomes divided on one of those questions that sometimes do upset the equilibrium of a village to the extent of dividing churches and separating families, it is better to leave all discussion of the matter out of the organization. Where the two sides in a fight for a new high school building, or a sewer system, or a paved street cannot see anything good in each other's position, and where there is every form of fight over the question save actual physical warfare and the throwing of bricks, the subject may well be omitted from the councils of the improvement society or the commercial club.

In the choice of such officials as school trustees and village "fathers" who serve without compensation and whose positions on that account are only with difficulty filled with suitable men, there ought to be a form of caucusing by the local organizations interested in order to get good nominations before the voters.

If such affairs are left to take care of themselves, the offices are very likely to be filled by men who take them because of petty, selfish reasons; men who have axes to grind; men who

want the small notoriety of the office but who lack the mental capacity to fill it intelligently. There is too much tendency on the part of the people to stand pat in such affairs, to let the present incumbents stay, regardless of the fact that they may be giving the most inefficient kind of service.

Carelessness, thoughtlessness, selfishness, play their part in this public situation. It takes time to serve the public. It takes time even to interest one's self in choosing others who are adapted to serving intelligently.

It should be a part of the work of the village improvement society and of the commercial club to awaken in its membership as well as in the public at large, a sense of civic duty, perhaps having a standing civic committee. It might be worth while to form a Civic Duty Club. If it were not for the fact that villages are often overclubbed, it might be urged.

Something is necessary to awaken people to a sense of their duty in looking after public matters. There is no end of a willingness to let the other fellow do it when it comes to helping the public welfare. The man with the store spends all his time working to make his own business successful. If he takes any time off, it

is for pleasure. He does not see that it is just as much a part of making his business successful to have the town properly managed as it is to have his windows properly trimmed. He sees that a certain amount of work right in the store results in so many more dollars in receipts. What he does not see is that the same amount of work in helping the community to a higher standard of morality, or sanitation, or civic honesty, will in an indirect way also produce more business for him. It will make the present inhabitants of the community satisfied to stay there. It will result in better health, which will mean better wages and more days' work each year and more money to spend. It will make the place so attractive as to induce other people to come there to live. Anything a man can do to bring better educational facilities into his town will just as surely help his business as for him to put in new store equipment, or to devise a clever advertising plan.

Whether a man should take a public office himself in order that it may be properly administered, is something no one can decide for him. Regardless of how great his public duty may be, his personal affairs must come first. But the in-

dividual must be sure that in deciding this he decides it fairly and in accordance with the actual necessities of the situation rather than in accordance with his own selfish wishes.

CHAPTER VIII

KEEPING THE TRADE AT HOME

THE financial life of the small town, or of the large town for that matter, is dependent on the patronage accorded the local business houses, the stores, and shops.

The life of all other kinds, the very life of the community itself, is dependent upon the financial life. Everything hinges on the business secured by the local business houses, and in the small town this means the local retail stores.

There are in most small towns but few manufacturing enterprises to keep money circulating and to provide occupation for the inhabitants. The money that does come into the usual small town is brought there by the farmers who obtain it through the sale of their farm products. If the farmers were to cease to patronize the home stores, the home stores would soon cease to exist, because the village patronage would not support them. In fact, there would soon be no village there.


While there is little likelihood of a town so

far losing its trade to out-of-town competitors that there will not be enough left to maintain the community, still it ought not to be sufficient that our community is merely going to escape extinction. We who live in the small towns want to see our towns increase in prosperity if not in size, and the simplest way to produce better conditions is to increase the amount of business being done.

To increase the business in a community where there is no increase in the population it is necessary to reduce the amount of trade going to outside sources. It is necessary to keep the trade at home.

The general public of the home town often takes the attitude that it is under no obligations to buy at home. The farmers reason that because they get their money from the outside they can spend it where they like. Legally any one can spend his money where he prefers, but nevertheless there is an obligation to spend it at home. We all want the home town to continue in existence. We all want it to prosper in such ways as will offer better service and greater opportunities, more business and more pleasure.

All of these things we want the home town to provide, cost money and labor. The money



and the labor are to a large extent supplied by the people who have things to sell and by those who are dependent upon them. We want our churches and our schools supported and we expect the local business people to help generously in their support for our benefit. Then is it not up to us to help make it possible for these business men to furnish that support? There is a large element of reciprocity in the matter of local trading.

In some towns the commercial organization is outspoken in its appeal to the public to spend their money at home, making it a matter of duty. In others the appeal is based on expediency, telling the people they can do better at home, showing them in what ways the advantage lies, asking them to go so far at least as to give the home merchant a chance to supply their wants. Probably the straight business appeal, showing the individual wherein it is to his direct advantage to buy at home, will have the most effect, but all kinds of argument should be used and all kinds of influence brought to bear on the people. Of course tact must be used in order not to offend by accusing or insinuating an unfair attitude.

A Texas town has held what it calls a "Home Trade Meeting," at which addresses were made

on such subjects as "What Is Home Trade?"; "Shall We Practice What We Preach?"; "Should Blankville People Do All Their Trading in Blankville?"; "What Shall the Merchants Do When They Haven't the Article Wanted?"

In this same town they have sent out to farmers a "Home Trade Letter" which suggests that if the recipient buys any goods away from home the reason for doing so be given to the local commercial club on an enclosed return postal card. It is urged that any suggestion which may result in a bettering of the local business service will make the town better for the farmers as well as for the people who live in it. The return postal card is printed in blank and in part reads: "My reasons for not doing all my trading in Blankville are,," and also, "I would do all my trading in Blankville if". It is stated in the letter accompanying the postal that the information returned will be considered confidential.

This is coming right out into the open with the home trade matter and it ought to be beneficial. Such a plan as indicated above ought to be followed by a club discussion of the replies brought in, the names being omitted in respect to the promised confidential treatment. A good many

merchants would have their eyes opened in this way, and it would give the key to the kind of advertising that should be done to offset any adverse sentiment. When a merchant knows the reason why he is not getting the trade he wants, he can usually correct the fault. The same is true with the merchants of a town taken as a group.

The merchants of a Nebraska town met and voted a resolution inviting every patron of the local stores to bring to the home store the order for merchandise before sending it away, and undertaking that the goods, if not in stock, would be procured at the mail-order price plus the usual freight charge. This was merely an official agreement to meet outside competition. It would seem that no reasonable customer could ask more.

One of the best ways to interest people, particularly the farmers, in buying at home is to put on co-operative special sales which are calculated to draw in the people who are in the habit of going elsewhere or sending mail orders.

These combination bargain sales have a powerful appeal to every one, but particularly to the class of people who send out of town for much of their supplies.

Co-operative sales have many forms, as:

A "Bargain Week," in which all the local merchants combine, each offering some one commodity at a low price, and all uniting in paying the cost of mailing out to the surrounding country people a pamphlet in which each merchant has space to describe his special offer.

A "Booster Day," on which special bargains are given by all as during "Bargain Week" but for one day only.

A "Dollar Day," when all the merchants offer some special value or combination of values for one dollar, or a dollar discount on some purchase.

"Free Auction Day," when the commercial club conducts an auction sale at which any articles brought in by the farmers are sold without charge for the selling service.

"Monthly Trade Day," a special co-operative sales day held once a month when all the merchants offer bargains, the whole possibly being advertised in a monthly pamphlet issued by the commercial club and called the "Trade Day News."

"Topsy Turvy Week," when business is changed in each store in some of its methods, some of the merchandise shown upside-down, dry-goods displays shown in drug store windows, hardware shown in the milliner's window, etc.,

prices reversed or inverted as 32 cents made 23 cents.

"Nine Cent Sale," by the whole community with every store advertising some special value ending in 9. Semiannual catalogue gotten up by all the merchants in co-operation and calculated to compete with the mail-order house catalogues.

"Christmas Opening Week," or "Spring (or Fall) Opening Week," when all dealers hold their seasonal openings at one time rather than at such times as the individuals choose.

"Merchants' Week," on a plan similar to that of "Bargain Week."

These are some of the direct methods available for interesting the people in buying at home by getting them to give the local stores a trial at least before sending off an order, and by showing them that the local merchants can and do give good values.

Of course all the work of the commercial club along the line of developing the trade of the town has its influence in getting the people interested in home business. Anything that brings the farmers and the retail merchants closer together helps to keep trade at home; hence the study of ways of increasing the friendly feeling between farmer and merchant is important.

Individual merchants have their individual ways of getting trade away from the mail-order people, and such methods are often available for co-operative use. One merchant gets unsatisfactory purchases made by his patrons from mail-order houses and shows them along with his own competing line of goods. Another keeps the mail-order catalogues on his counter and makes it his business to meet any mail-order quotation mentioned to him, even sending to the mail-order house for the goods if necessary. The use of house organs in the form of store papers is a most effective way of getting the business. Some stores even issue very creditable newspapers in communities where no local independent paper is published. Dealers in the more important lines used by farmers, canvass the farmers early in the season ahead of the actual demand and thus get the business cornered before the buyers have had time to consider ordering by mail.

There is one class of trade going away from the small towns that cannot be held merely by agreeing to meet outside prices. This is the business of people who want better goods or special goods that the local dealer cannot afford to stock — goods for which there is not enough sale to make it profitable to carry them. To

secure this business the dealers may have consignment lots of new goods sent up while an "opening" is held for a week. Or a set of photographs may be used, instead of samples, for taking orders for stylish garments; or arrangements may be made with a jobber or manufacturer for getting goods "on memorandum" at any time to enable a customer to see the goods and have a variety from which to choose.

The commercial club may well urge its members to take pains to do these things, since doing them will result in keeping the profits at home. And any merchant who succeeds in developing some business along the above lines will be found gradually increasing his stock of the goods he formerly thought he could not sell. The plan will result in making the town a better place to buy; a place where even particular people can be suited. It will do much toward holding the trade at home.

CHAPTER IX

INTERESTING THE NEIGHBORHOOD FARMERS

THE farmers who live adjacent to the country village or in the outlying country around any town are in many ways as much a part of that town as the people who live within the corporation limits.

There has been in the past too much of the feeling by both farmers and townspeople that there is a difference in their interests and even in their feelings and lives. There is a difference in their occupations but there ought to be none in their interests. Both ought to be working for the good of that community which is the central point of supply for them. Both ought to look upon the town as *our* town.

The farmers need the town and the town needs the farmers. The town perhaps could not exist without the farmers, and the farmers would find existence more expensive and very unsatisfactory without the town — giving them, as it does, near-by headquarters for buying, for shipments, for mail, for banking, for better

schools than the country district schools, for amusements, and for church.

Since the interests of the farmers and the townspeople are mutual, there ought to be a closer merging of the two and more of the "We" in reference to local affairs and less of the "You" and "They."

The time is passed when the farmer was regarded as a "Rube" even by the comic supplements. He is a business man. He is engaged in selling goods just as the merchants are, except that he has the added responsibility of being also a producer which, in some cases at least, calls for better intelligence than being merely a merchandiser.

The farmers are perhaps more to be blamed for their attitude of holding aloof from the townspeople than are the latter, since the business needs of the merchants of the town make them anxious for the farmers' friendship. But the blame attached is not serious. It is merely a placing of the chief responsibility. It is a fact that the farmers as a class are inclined to think that the townspeople feel a little bit above them. I have never found any such feeling existing in towns except in so far as one may find anywhere people who always feel above their fellow mortals on account of their own snobbish characters.

The farmer is respected by the townsman just in accordance with his personal deserts, the same as one of the townspeople is respected by another.

But no matter if it is the farmer who has held aloof; it is up to the townspeople to make the advances. The village merchant with his selfish reasons for developing the friendship of the farmers must go more than half way, and though he may be actuated primarily by selfish motives, nevertheless he should try to develop an altruistic feeling underneath.

When the business men of the community, through the commercial club and any other possible avenues, have made the surrounding farmers feel that the town is theirs, that the interests of the community include them, preparation has been made for a development that will prove of all-around value.

Development of the farmers' interest in the town is very largely a matter of persistent asking. If they are asked often enough to come to town and unite with the people living there, in common celebrations, in mutual boost movements, in matters of religious or educational interest, they will eventually come with increasing willingness. If they are met as friends, they will act like friends, and their friendship

will probably be more sincere than that of the town men, in that it will not be tinged with any commercial selfishness.

As a mere business proposition the town that does not undertake to secure the farmers' friendship will not get its share of the farmers' business. The sections where the mail-order houses are getting the most business are those where there is the least community of interest between the farmers and the townspeople. We all like to do business with people we know and like, and farmers have this feeling more strongly than other classes.

Anything the commercial club can do to help the farmers of the neighborhood to make good on their farms will redound to the benefit of the local business interests. There can be no more profitable work done by the local organized mercantile interest than that which has for its object the increasing of the farmers' incomes. In this direction, the government, state and national, is doing a good deal for the agriculturists in the publication of pamphlets containing valuable information about the growing of crops and the handling of farm work. A commercial club can afford to put this kind of literature very generally into the hands of its farmer friends. Indeed it can scarcely afford not to do so.

Such things as a corn show or a fruit show are productive of interest and good feeling and result in an actual money advantage to the farmers. The offering of cash prizes for the best corn of various kinds and an exhibition of the competing exhibits is a good feature in the early autumn. In many localities boys' corn clubs have been formed with prizes to the boys accomplishing the most on a certain acreage under certain conditions. Anything that gets the boys interested in seeing what they can do on the farm is valuable in making them less likely to want to escape to the city at the earliest opportunity.

Another way of interesting farmers is to hold free auctions at which any farmer may offer for sale anything he wishes, without having to pay a commission on its sale, the commercial club maintaining the institution. This scheme works both ways. It brings in farmers who have something they want to sell, and it brings other farmers who expect to be able to make an advantageous purchase. A bona fide country auction possesses a lasting attraction for the people, probably because of the element of chance.

An annual dinner in which the farmers and the business men unite is an institution in many towns, and it has a powerful effect in cementing

the friendship between the two classes. Where the farmers are admitted to membership in the village commercial club, such a dinner is not really a matter of one class entertaining another; it is a mutual affair.

One town formed road clubs among the farmers, developing little organizations of this sort on the different roads leading into town. Prizes were offered for the club that would make the greatest improvement in its road. Seven such clubs were formed and the movement resulted in a great bettering of all local roads.

Another town sought to interest the farmers to their own and the merchants' advantage by offering prizes of \$15, \$10, and \$5, for the first, second, and third largest number of eggs brought to town in the month of April. This was in effect a placing of a premium on egg production. A variation of this proposition is the offer of a bonus to any farmer bringing in more than a specified number of eggs in the month.

A business men's association in Mississippi does some of the most practical kind of work among the adjacent farmers. In addition to fathering boys' corn clubs, it has promoted girls' tomato clubs. It sends experts out among the farmers to give them instruction in getting the utmost out of their farms. Having no

available fund from the State for roads, a local bond issue has been authorized to provide \$150,000 for highway improvement. They have interested a farm machinery company to the extent of getting them to establish a demonstration farm outside of the village. The workers in this community realizing the impossibility of increasing the population materially, have set about making better buyers out of what population they already have, accomplishing this by helping the farmers to increase their business and hence their incomes.

The employing of a farm expert to help the local farmers get more out of their land would be a profitable and politic move for any commercial club. Where this could not be done, it might be possible for the club to induce the county authorities to get government help in the form of having one of the Federal Farm Bureau experts assigned to the territory. Such a plan might cost the county \$1,500 a year, which would be an almost negligible sum for each taxpayer, and compared with the results would not be worth considering at all.

Every commercial club ought to investigate what the United States Department of Agriculture can do for the farmers and see that the local agriculturists get all this help they can use.

The government book store at Washington is at the service of the people, though they have not yet begun to make full use of it.

One reason why the business men of the small towns have not done more in the past for the advancement of the farmers' interests is that they fail to realize that the farmers are a part of the town. The work and interests of the commercial club ought always to include "and vicinity." The farmer will regard himself one of us just about in proportion as we so regard him.

Getting out among the farmers, visiting them right in their homes, is one of the best moves the business men of the village can make to develop a more fraternal feeling. A good way to do this on a large scale is to advertise that the commercial club will observe a certain day as "Farmers' Day," or "Farmers' At-Home Day," if preferred, when the business men of the town will call on the farmers, making little visits of a quarter hour each at every farm within a feasible radius of the home town. The business men should divide up into automobile parties and, the whole countryside being carefully routed, each load of business men call on all the farmers on its route. The greatest care should be taken not to omit any one. Every dweller on a country road should receive a visit. These

visits should be friendly and minus any business feature; simply little get-together calls.

If it is desired to inject an advertising feature into the plan, it should be turned into an out-and-out booster excursion, and packages of advertising matter and samples of goods be put up for the occasion and distributed in uniform packages. If put into paper boxes secured for the purpose, each might be tied with a tape or string on which might be strung a lapel pin, or button, bearing the phrase, "I Buy in Blankville." If the affair is properly handled, before the day is closed the buttons will be worn on every farm in the neighborhood.

Another way of going to the farmers is to take the local brass band or orchestra and hold outdoor concerts at a number of crossroads points, visiting one each week until all the desirable places have been covered. These concerts if properly advertised should draw together a good crowd of the people in the section around the crossroads. If a goodly number of people accompany the band on these expeditions there will be a profitable social mixing with the farmers. The automobile makes it possible to carry out such a campaign of early evening entertainments without inconvenience.

In one section, at the instigation of the busi-

ness people, organizations known as "Sixteen Clubs" have been formed among the farmers. Each club of sixteen farmers and their wives meets regularly at members' homes, where supper is served and papers are read pertinent to their business interests. At some time during the meeting they all visit different parts of the farmer's plant, and at the next meeting criticize such defects as they have noted in management and arrangement, thus developing discussions of better methods.

One commercial club has made a great success of moving picture shows on Saturday afternoons once a month, tickets being given free to farmers and their families at the stores of members of the club.

A splendid plan for interesting the farmers' wives in home trade is for the commercial club to offer a series of prizes, perhaps a score in number, for the best sets of "Ten Reasons Why Blankville is a Good Place to Trade." The prizes may be contributed wholly or in part by the local merchants, the expense not being heavy for any one. When the contest is closed the winning reasons should be published in the newspapers, and in addition any particularly good reasons selected from the sets of non-prize winners. Then it may be profitable to get up

a pamphlet with the set of reasons which won the first prize, or perhaps all the sets which were given prizes. The names of all prize-winners should, of course, be given, and the inclusion of one reason selected from each set sent in will add interest, the name of the author in each case being given. This booklet may be made as elaborate as desired, even to the extent of including the pictures of the prize-winners. It will make a souvenir of the event which will be preserved by every one having a contribution in it, and it will be read by every one who gets it. Copies for distribution should be given to any one who has use for them.

A similar plan might be carried out restricting the contestants to school children and asking the teachers to help promote the contest.

It has been the custom from time immemorial for the business man of the village to wait for the farmer to come to him. He has not given much thought to the possible advantage of his going to the farmer. The way to get the two divergent interests together is not for either one to wait for the other to come all the way, but for each one to be willing to go all the way. Thus there will come about a meeting half way.

CHAPTER X

ADVERTISING THE VILLAGE

ALL methods used to call attention to a community as a good place to live in, or to do business in, are forms of advertising. The work done by the commercial club to interest the farmers in trading in the town is advertising, and so are the local celebrations. But there is a more distinct line of work that is advertising in a stricter definition of the term.

This comprises the use of printed matter with a view to inducing new business enterprises to come in, or in the expectation of attracting some class of labor, or of bringing in a greater number of transient visitors.

It is a favorite theory of commercial clubs that nothing will prove their efficiency quite as much as bringing to town a new industrial enterprise. It has, however, been demonstrated time and again that to hire a broken-down manufacturing concern to move into a village by giving it a bonus in one form or another is not necessarily wise.

When advertising does secure the interest of an outside manufacturer who talks about coming into the village, there should be a careful investigation of his financial record and of the condition of his resources, and also of his methods and the class of help he employs and the wages he pays. Scientific advice ought to be secured, and if aid is to be given to the new comer it ought to be given intelligently. Free taxes and free sites have to be given in many instances where the community is handicapped by situation. The man who will accept a handicap, however, in order to secure a little financial aid is not usually a good risk. The kind of assistance that is most practical and that the responsible as well as the irresponsible manufacturer sometimes wants, is capital. The commercial club can perhaps afford to employ an expert to investigate the actual facts about the applicant and then give these facts to the local capitalist who should be willing to advance money to the enterprise on security thus demonstrated to be worth while. If the commercial club cannot after investigation indorse the concern, then it is better that it go to some other place to locate for the short time it will last.

It must be remembered in connection with the desire to bring in manufacturing enterprises

that they may bring with them an undesirable element of foreign labor. The introduction of alien labor will inevitably have the effect of weakening the moral fiber of the community and of causing a definite deterioration of its institutions. Something more than the financial side of the question should be considered.

Before advertising a town as wanting manufacturing plants, there should be a painstaking consideration of the question of whether it has any advantages to offer to such a business, whether indeed it is not handicapped to such an extent by location that no concern worth having would move there.

Numberless small towns are working vainly to become manufacturing centers when there is not the slightest chance of their ever developing along that line. That they now and then secure small factories is usually due not so much to the energy of the commercial clubs as to the manufacturers' need of financial aid.

If manufacturing or other industries are desired, the boosters of the village should find out first of all for what their community is particularly fitted — what kind of industry it will serve best, and what kind *will best serve it*. There may be an undeveloped water power that makes it the logical site for manufacturing. There

may be such soil conditions as make the extensive growing of some food product for canning purposes practical, in which case the promotion of a canning factory would be logical. There may be natural scenic advantages which render the place suitable to the development of the summer or winter resort business. These and other phases of the situation should be well considered before beginning any advertising campaign.

It is rather more likely than not that in the average small town or village the best work that can be done will be to advertise it to the surrounding farming population as a good place to trade, and thus increase the radius from which it draws.

A fact which commercial clubs sometimes fail to realize is that unless their advertising is placed where it will reach the parties it is desired to interest, it is wasted. The demand of the local newspapers that their space be used anyway because they are supporters of the commercial club and of its work, is not reasonable when the advertising is being used to attract outside business enterprises, or to build up a resort business.

There may be opportunity for the building of a steam or electric road into the town. To ad-

vertise this opportunity in the local newspapers would scarcely be likely to produce results, while taking space in one of the class publications going to operators of railways or to promoters of such enterprises would be putting the message into the hands of the parties who might heed it.

If the commercial club wants to interest a textile manufacturer in bringing his plant to town, or in starting an auxiliary plant there, the textile trade press should be used. The city dailies in the metropolitan district nearest the village will pull better for summer boarders than any other medium. The food products journals will reach the starter of a possible canning factory; there are trade papers published in the exclusive interests of the canning business. The lighting journals will put before the proper people the opportunity you have to offer a lighting company if you want a lighting plant started.

The success of any advertising depends very largely on where the advertisements appear, but it also is largely dependent on the advertising being well prepared, which means that it may be necessary for the commercial club to employ expert assistance. Even if it is necessary to pay a considerable sum to get the advertising

well written, it will be worth the cost because in this day poorly written or improperly displayed advertising will fail to produce adequate results even when placed in the most appropriate medium.

Where a booklet descriptive of the town's attractions is to be used in developing summer boarding business, this booklet *must* be well written and well printed. A booklet issued from a printing house that boasts of its low prices rather than of its high grade work, will not attract the best class of visitors. Cuts made from photographs that are obviously the work of the veriest amateurs; descriptions that are the work of one who knows neither rhetoric nor grammar; display that shows on its face that no regard has been paid to type effects; all these will help to classify the town itself as a third-rate community.

The community that is adapted to the requirements of summer boarders should consider whether it desires to develop along this line. With all the advantages of an increased summer trade, the influx of large numbers of summer boarders is not always an unmitigated advantage. It may cause an increase in the number of stores which the year-around population does not warrant and which the six

weeks' summer business will not make profitable in proportion. It may cause the town to be overrun by an undesirable class of people with no respect for the rights of those they term "natives," and sometimes it means a decided lowering in moral tone, and a production of discontent among the local young folks.

But every town must decide for itself what it will do with the summer boarder question, and if it decides to take them in, it should use high class methods and give high class service and seek to cater only to the most desirable class of visitors.

In addition to helping the boarding house and hotel people to get the business, the commercial club may appropriately interest itself in showing them how to take care of it when they do get it, how to equip their houses, and how to serve meals; what foods are economical and yet satisfactory; in fact a little course in domestic science may be prepared in the popular form of a printed pamphlet, or be given in the form of lectures by an expert.

In setting out to interest outside business of any kind, the best class should be sought, and the best class cannot be hit with poor advertising matter any more than the bull's-eye can be hit with a crooked gun.

If the commercial club expects to interest experts — experts in buying factory sites, in buying summer board, in promoting railways, or what not, it should see that its advertising for the purpose will pass muster with that class of possible readers.

Many minor plans may be followed by the commercial club for the purpose more particularly of interesting the people of the surrounding country rather than of bringing business enterprises from a distance.

One club when first organized took its initial step in advertising by issuing a supply of cards, each about four inches square, on one side of which was printed the heading, "Prosperity Breeds Prosperity." Below this was the following: "Blankville is prosperous. When you have an idea for the promotion of its further prosperity, write it on a post-card and put it in the office addressed to the Blankville Prosperity League." These cards were punched so they could be hung up, and they were issued to every local business man with the request that he keep one in a conspicuous place near his desk. In a way this was an experiment in psychology and it produced a beneficial effect.

The merchants of a community sometimes

unite in advertising even though there is no commercial organization. This is occasionally done by buying a page or half-page in the local newspaper, running a general heading and a short introduction which is followed by small advertisements of uniform size devoted to the different dealers who participate. Sometimes these co-operative advertisements are subject to the sentiment, "Buy in Blankville," which is made the keynote of the common advertising. Such a plan can be used effectively by a group of small merchants to give their advertising a greater importance and make it more attractive than it would be if the same number of small advertisements were scattered promiscuously through the newspaper.

A commercial club can produce indirect, beneficial results without expense to its treasury by getting its members to have post-cards made with attractive pictures of their stores on them, each merchant to give these cards out free to his trade. This helps spread the interest in the local stores. The plan can be elaborated, if desired, by having a small desk in the store where patrons can stop and address one of the cards from a supply at hand, and send it off by merely dropping it into a mail box by the desk. If the card picturing the store is regarded as a

sufficiently important advertisement, the management may post a notice that it will stamp and mail all such cards that may be written and put into the mail box.

Another form of post-card the commercial club ought to have made is one showing the highways leading into the town, particularly the automobile routes. A good card of this sort will be suitable for the local merchants to insert in their letters to city business houses. A merchant who puts such cards into his correspondence, writing on them, "Take a trip out our way sometime," will interest the recipients and bring some of them out to his town.

Where the local newspaper man has enterprise he will occasionally get out a special booster edition of his paper. When he undertakes to issue such an edition he ought to be supported by the commercial club and by the individual merchants and by every one interested in the advancement of the community. Special editions which have no purpose save to exact a fancy price for a write-up of such business men as will pay for it on the strength of the appeal to their vanity, are not worth their cost. The right kind of a special edition is one which has some better excuse than the mere making of easy money for the publisher.

Where the town lacks the accommodation of a good hotel, it is worth while for the commercial club to advertise the need, using for the purpose the trade papers going to the hotel people, and perhaps — under the advice of an advertising agency — suitable city dailies. The owners of the hotels already in existence in the village may object to this form of activity on the part of the club, and where this is the case it ought not to be undertaken unless there is a good prospect of securing results that will offset the possible disadvantage of antagonizing the hotel men already on the ground. Good hotel accommodations in the village may almost be said to be of paramount importance.

The commercial club should arrange for the printing of a form of envelope on which is given some information about the town, together with a cut of some typical local scene. Space should be left for users to have their return cards imprinted. A mortised cut can be made so that any merchant's name and address may be inserted in printing, or the printer can run off a large number of the envelopes with the cut and village advertisement on, and then reprint them with individual names as desired. The commercial club should buy the cuts and make the initial expenditures so the business man can se-

cure these envelopes as cheap as he could get his regular style envelope of the same quality. Some of these advertising envelopes devote the back to the community advertisement, leaving the face to the user.

The securing of conventions is the business of the commercial clubs of the large cities, and there is no reason why the smaller town, if competent to handle conventions of county organizations or other small conventions, should not go after them — usually by advertising whatever advantages the village may possess as a convention center. When a convention is in session elsewhere, and about to decide on the location for its next meeting, advertising of the village wanting it may be sent to every attendant, and a delegation of local business men may be sent with an invitation to meet in their town next time. Conventions are secured by energetic effort. The apathetic town never gets them.

Even the smallest kind of a convention brings some money to town from outside, and familiarizes some people with the place. And if the people in attendance are treated conspicuously well, they will go away wanting to come again. They will themselves advertise the town, too,

as a live place; a good town; an attractive community.

All forms of advertising used by the commercial club ought to be directed rather at the outsider than to the local inhabitants — that is to say, all forms of advertising intended to bring in new blood and new business. In going after outside business, aim at the outsiders. Get the outsider's point of view and keep it in mind in writing the advertising. If you think exclusively in terms of your own community, your advertising will appear narrow and perhaps illogical. Get the broad-minded viewpoint that will seem fair and sensible to the outsider.

Of course it pays to do some kinds of community advertising to the home people. The merchant finds it desirable to advertise to hold the customers who are already his, as well as to attract new ones, and the town should take a somewhat similar attitude.

In all advertising, however, it must be remembered that any one, merchant or community, who advertises more than can be delivered will lose, not profit, thereby. Advertising that is not honest will act as a boomerang every time.

Exaggerated methods are not profitable. In

this connection it may be said that the setting of a high mark of population to be secured within a certain term of years, with a slogan such as "Blankville, 10,000 Population in 19—," is good sense only when that advance in population is such as may possibly be secured. To make a figure beyond the possibilities simply for the sake of aiming high is to make yourselves the joke of other towns — not only when you have failed to reach the advertised figure, but in the meantime as well.

The commercial club ought to have a good outside mailing list comprising all the families within trading distance. It ought to send out to this list occasional form letters, or folders, or booklets about the advantages of the town. It may even undertake to issue a monthly publication as a sort of community boosting magazine in which the merchants will find advertising space profitable. This constant reaching out for the trade of the people who logically should be coming to the town to trade is as profitable a form of advertising as the commercial club can do, year in and year out. It holds the customers already coming, and it keeps adding new ones. It cuts down the mail orders going out and it makes the members of the club

feel that something worth while to them is being done with their money.

The more direct the results to come from the commercial club's advertising, the better the membership will be pleased, and after all it is important to keep the membership satisfied or the club will not hold together and then nothing can be accomplished.

CHAPTER XI

COMMUNITY CELEBRATIONS

IT is a mistake for a commercial club or a village improvement society to confine its work to the strictly utilitarian. The people of the village and of the surrounding country need pleasure and crave the excitement of celebrations of various sorts.

The town people like to have something going on. The merchants are prone to regard it from a business point of view, but everybody likes occasions that bring in a crowd. As for the farmers, they want and need something to go to — some reason for coming to town save the regular business reasons. They appreciate the getting up of public events to interest and amuse them.

The town that holds occasional successful celebrations acquires the reputation of being a live community, and outside families who are drawn in by the celebration come back again to trade. Celebrations properly conducted have the effect of holding the surrounding agricul-

tural trade against the competition of other towns.

Co-operative special sales and other things of this kind have the same effect, but there ought to be events which are not exclusively money-making propositions. Something should be done now and then in a large way to develop a feeling of friendship between the business men and the general public — the purchasing public.

The county fair, originally established as an agricultural exhibit to encourage the farmers in producing better stock by instilling the competitive element into the occupation, has become more general, and instead of there being but one in a county, now there are often several of them. And the fair has become more like a general exposition, while in some instances the amusement features have crowded the agricultural part into the background.

Where there is no regular fair it is possible to hold a very successful country products show under the auspices of the commercial club. The exhibition may be held in any room or set of rooms of sufficient size, the live stock being shown outdoors. In some instances the produce is exhibited in a double row of stalls or booths right down through the middle of the main business street. The amusement features

at such a fair or show are important and probably more effective than the exhibits in drawing the crowd. People who come with an interest in the exhibits will want to do something to have fun. The crowds that will come to a strictly educational exhibition will not be very large.

There should be music by a band at this or at any celebration. The celebration that has no band is lacking in the one thing that most people regard as the king pin of the whole affair.

Another form of fair is the street fair. As ordinarily held this is managed by a group of professional exploiters who bring the amusement enterprises with them and erect the booths and handle all the "privileges." Needless to say, these people take a good deal of money away from town with them, and not infrequently leave many regrets over their visit.

The commercial club can put on its own street fair, and where this is done intelligently it is usually a much greater success than one managed wholly by outside professionals. Every merchant can erect his own booth in front of his store and do his own decorating, and he can do all this well if he takes an interest in it and plans it in advance. This is especially so

where the merchants have several times had occasion to get up their own decorations, and have become experienced. They soon find that for the sum professional decorators charge for decorating a store front, the merchant himself can buy a good deal of bunting and several flags, and the money he spends for such material is not lost as soon as the show is over, for he has his material for another time.

Where local talent cannot supply the amusement features for the fair, professional talent may be engaged through a booking office. Vaudeville acts of all sorts may be secured in this way. Shooting galleries, "nigger-heads," striking machines, and the like, will drift in from surrounding towns usually unsought. A merry-go-round is an important feature and if no one wants to bring one in for the business it will do, it is better to pay a bonus for having it as an attraction because there is nothing that year after year makes such a hit with the children.

A street fair requires months of advance preparation and it should not be attempted on short notice. It is well to start in the winter to get ready, choosing committees for each detail of the work and dividing it up to make the responsibility as general as possible. Consultation with some club that has put on such a fair

is almost necessary. If there is a shortage of money for handling the celebration, the winter is a good time to raise it with home talent shows. Where a town has the talent to put on good local shows, there is no better way of raising money, since, aside from the performers themselves who like the work, no one is asked to make a direct contribution. Also the cost of going to the show is no more than the cost of seeing some traveling company, while the pleasure is greater.

A pure food exposition is a form of business show that is being held successfully in many towns. It is put on by the merchants who sell foodstuffs, and they are usually aided directly or indirectly by the manufacturers who sometimes send demonstrators or even put up booths of their own.

A more general form of local business show may take in all the local business enterprises, and if there is a room large enough it will help to develop popular interest to have the automobile dealers exhibit their new models. In this latter case the show ought to be held in the winter or early spring.

One town of 2,000 has twice put on a very successful "Business and Auto Show" along the above lines. The merchants, some thirty

of them, took booth space, 6 by 6 feet, at \$5 each, while the automobile agents took space for cars at \$10 each. With orchestra music in the evenings, and an admission fee of 10 cents for afternoons and 15 cents for evenings, the show ran four nights and three afternoons, the receipts amounting to some \$600 from all sources. The merchants gave away souvenirs and samples, and the affair was made more of a celebration than a money-making affair, though it did produce a good profit. One afternoon was made children's afternoon and a dish of ice cream was given to each child who paid admission. One evening was called "Carnation Night" and a carnation given with every ticket. The event helped create a large amount of favorable public comment.

A firemen's tournament — a meeting of the volunteer fire companies of a county or other district for a parade, hose races, and other appropriate sports — is an old stand-by in the way of a celebration, and it always brings a big crowd. The parade with the men in uniform and the numerous brass bands is the big feature. Dinners are customarily furnished to the visiting organizations.

Another popular form of celebration is a band carnival. Such bands as are wanted are

invited to attend, and the entertainment is similar to that accorded the firemen, with a prize or two for the bands chosen as best by a committee of judges.

"Pumpkin Pie Day" has drawn crowds for one village. Field sports and games and free pumpkin pie and cider supplied to all comers, and the farmers particularly invited, made it a great drawing occasion. "Watermelon Day" is another form of the same kind of celebration and one used very successfully in a West Virginia community as a trade bringer. Both of these celebrations brought in business as well as a mere crowd, and any kind of a crowd-attracting event will bring trade along with it. The "Pumpkin Pie Day" crowd ate 2,000 pies and drank 400 gallons of cider in a village of 500.

When any kind of a public building or other public works is completed, the occasion is one for a celebration or a jubilee. If it is a railroad, a state highway, a school building, a court house, or no matter what, the event should be signalized by such a celebration as will be most fitting and will help impress on the people the fact that the new utility is ready for them. Whatever it may be, building or transportation

convenience, it will be made more immediately useful if its completion is thus advertised.

A big picnic in which the business men and the farmers combine makes as good a Fourth-of-July celebration as can be held for the general good. Baseball games between farmers and merchants or between farmer boys of different sections of the surrounding territory, quoit-pitching contests, shooting galleries, outdoor games of all kinds, and an effort on the part of the town people to make the farming element feel welcome, will result in an increase in the friendly feeling that ought to exist between the business men and the farmers.

A "Fall Festival" may be held when the crops are all harvested, and this may take the form that seems most popular, as a big picnic, a barbecue, a clambake, or any other large and public gathering where the object is to give everybody a good time and to hold a general mutual congratulatory celebration over a successful harvest season. Held indoors it might take the form of a display of the products of the farms and be run along the same lines as an agricultural fair.

A "Floral Parade" is usually the means of drawing a considerable crowd, and if a suffi-

cient fund can be raised to offer a good variety of prizes for the different classes of decorated vehicles, it will be popular. It cannot, however, be left to the attraction of the prizes to interest enough people to make the parade a successful one. There must be personal work done to get every available participant to take part. From the largest farm float down to the tiniest girl with her decorated doll carriage, the personal interest will prevail, and, once started, enthusiasm over the parade will develop rapidly.

A "Children's Day" along the line of the famous Asbury Park baby parade can be held to advantage. This is practically a floral parade with the entrants confined to children. Prizes may be offered for the fattest baby — for the prettiest baby — for the best decorated carriage, etc.

One town in getting up a plan for a day's celebration for the entertainment of the farmers called it outspokenly "Farmers' Day," and they gave every farmer who came to town a badge. There was a public wedding with prizes for the bridal couple from the merchants. Other features were the releasing of balloons from the roof of one of the stores with an order attached to each balloon for a ticket to a local

theater, and a parade of the farmers and business men followed by the local fire companies and the band. At ten o'clock A. M. the merchants pulled down their shades and closed their stores and all the steam whistles blew and bells rang to announce the close of business for the day. The day was given over to entertaining the farmers.

"Old Home Week" possesses nothing in the way of novelty, but it is one kind of a celebration that every community ought to make a feature of every five years or so. The village improvement society and the commercial club ought to combine for the occasion and co-operate in giving it publicity and in arranging the events. This should be no money-making occasion. Good feeling; friendship; renewal of old ties; showing former residents the development, improvement, and perhaps the growth of the old home town; these are the purposes to which Old Home Week should be put. There should be public receptions, a dance, perhaps a baseball game between the present and former local players, a game more for fun than for victory. The week should begin on Sunday with appropriate services in the churches and, if possible, preaching by former pastors. The dedication of any new church or public building is

desirable at such a time. Home talent plays, pageants, concerts, will amuse the home-coming people. All these things, as far as possible, should be offered without a fee. A pageant produced outdoors and showing the early life and settlement of the community is appropriate for an Old Home Week, but is usually an expensive and difficult affair to manage successfully. There are hand-books, however, on the managing and staging of pageants that can be used in connection with such work.¹

In village celebrations it is not uncommon for the management to offer a series of semi-humorous prizes in the form of merchandise contributed by local merchants. The prizes are usually offered for such things as the man with the longest name, the smallest married woman, the largest married man, the largest family of boys or of girls or of both, the heaviest man or woman, the man with the largest feet, the largest number of newly laid eggs from the contestant's own hens, the heaviest ear of corn, the person coming the longest distance for the day, the farmer bringing in the largest load of people, the farmer bringing in the largest value in farm produce, the farmer dragging in a road drag from the greatest distance, etc. There is no limit to the variation of this list, and the

¹ See bibliography in Appendix.

awarding of the prizes always creates interest and fun.

Humanity likes fun and excitement. People like something to be going on in the town in which, or near which, they live. They will move away from a town where nothing ever happens. It pays the organized business men or the organized women of the community to develop and support amusement enterprises of the better sort. Celebrations mean work and they cost money, but the village needs them, and the surrounding country people need them, too.

Many entertainments and fairs of various sorts are held for the express purpose of raising money. These are usually a sort of semi-celebration and provide much amusement along with the hard work. One such entertainment is the minstrel show given by the commercial club or improvement society members. In any such show, its success naturally depends in a great measure on the quality of the entertainment given, but nevertheless the attention given to the stage setting, the decorations, etc., will have a great weight with the public in its judgment on the show. And the decorations can easily be made very effective even if there is some lack of talent among the performers.

A "House of Seven Gables" fair is an at-

tractive money-raising plan. An auditorium is divided into seven large booths or display departments, each built in resemblance to the gable of a house and fitted inside as a room. In each one of these seven rooms some special department of the fair is located.

An imitation "County Fair," held in a large room, with imitations of all the customary features of an agricultural fair, will be a money-getter. There should be a fortune-teller, midway freaks, vaudeville show, refreshment stands; all of the things found at an outdoor fair, but reproduced in burlesque and charged for at a penny or two cents each, or some such nominal sum. The advertising should be very circus-like and prolific in superlatives, making the whole affair a joke as far as may be done without discouraging attendance.

An amateur circus may produce a great deal of fun as well as a considerable revenue, and if the farmers are invited to participate, it will operate to bring the two elements of population closer together and help them to understand one another better.

Mock trials and amateur theatricals are always popular money-raising affairs. Suppers of various kinds, turkey dinners, New England

dinners, men's dinners, shore dinners, are all staple money-raisers, and success has even attended a town breakfast.

Baseball games, field sports, horse shows, bicycle road races, tag days, are more money-getting plans. One club went so far in a plan of this kind as to get the local merchants to agree to close their stores for an hour one afternoon while they all got out on the street and sold booster buttons. Another club sold a thousand Old Home Week buttons in a few hours at 5 cents each by calling on the merchants and asking each one to buy a dollar's worth to resell. Thus each dealer furnished a dollar to the Old Home Week fund, but was able to get his money back by selling the buttons to the public, and when Old Home Week arrived, every button had been resold. The thousand buttons cost the commercial club about \$18.

The nearer any money-raising plan comes to giving the people a good value for what they pay, the more satisfactory it will be and the easier it will prove to operate it.

CHAPTER XII

WHAT COMMERCIAL CLUBS CAN DO

THE town without a commercial club is like a departmentalized business with no general head. The department heads may make their departments successful to a certain degree, but the general success will fall far short of its possibilities.

A commercial club can do anything within reason it sets out to do.

There is almost no limit to what such a club can accomplish. It can achieve the seemingly impossible if it sets a high enough mark.

A commercial club and an improvement society will make any town a better place to live. Their work is uplift work. It moves in the right direction for personal and civic betterment.

When the commercial club organizes a school of instruction in merchandising methods for the clerks in the local stores, it is doing more than helping the merchants to better sales. It is developing the young business people of the

town into more efficient workers, and laying the foundation for an improvement in local conditions as the new generation gradually assumes control of affairs.

The proper study for the business man is business, and he needs to study it in books, just as in school he needed to study more rudimentary matters. There are plenty of books suitable for use in developing business ability or for imparting business knowledge, and some of the best of them will be found listed in the Appendix of this volume. The commercial club may well establish a business library, in which the local merchants and others interested may find books — books that will teach them how to do business in a better way and how to do more of it.

Several universities are giving short winter courses on business, particularly on retail methods. These two-week courses are attended by ambitious merchants and the lectures are by recognized authorities in the different lines of business. If a man can be found capable of handling it, a course in business may be inaugurated by the commercial club and instruction be given along lines calculated to make better business men and better citizens of the people who are wise enough to take advantage of the

opportunity. The Young Men's Christian Association is well fitted to handle such a course, and in New York several of the branches of that organization offer quite extensive series of lectures on business topics.

It is the business of the commercial club to keep its hand on the public pulse, keeping informed as to what the people want and need, and helping them to get it. This does not mean catering to passing popular fancies, but ministering to the deeper and more significant requirements of life. It is one of the important functions of the commercial club to promote intelligence and develop higher ideals among the citizens. A commercial club which devotes its entire energies to producing direct dollars and cents returns for its members, may for a time make business better in their stores, but it will not prove the permanent gain it should and it will not elevate the standard of the community.

To promote a lecture or entertainment course in the town, or to establish a library, may seem an activity outside of the appropriate work of a commercial club; but just that kind of work, or educational work along any line, will accomplish more for the general betterment of the place than a dozen successful bargain sales. These high ideals may not appeal to men of

purely dollars and cents minds, but it is worth while for all of us to get away from the money feature now and then. Mix in a little altruism. It will pay to adopt as a motto that of Trenton, Missouri, "Get acquainted with your neighbor. You might like him."

The place to begin to inculcate the right home town spirit is with the children. If local patriotism is to increase and to become a more prevalent feeling, the children must be taught to believe in and work for their own community. Then, too, the youngster who learns the importance of standing up for his town, the advantage of buying at home, and other desirable knowledge of the kind, will not hesitate to proclaim the new-old doctrines at home when occasion arises. And the home folks are always influenced by the children.

To interest the children, the local newspapers may perhaps be induced to offer prizes to the school children for letters on "What can I do to make my town better?" or similar topics, and local business men are usually very willing to make talks to the school children on the advantage of home town spirit. If the advantages of buying at home are thoroughly inculcated in the children, it will not be long before there will be a perceptible decrease in the

amount of money sent away from the town to the catalogue houses.

It is a good thing for the commercial club to make an investigation as to just what proportion of the local trade is going away in mail orders. The postmaster will usually make an estimate of how much money is sent out this way each month in post-office money orders, and the bank will make its estimate of the amount that goes in the form of drafts and checks. This information will usually prove enlightening.

With some knowledge of the amount of money sent away from home in mail orders, it is possible to make estimates as to how local business conditions would be affected, property values increased, taxes lessened, etc., if that money were spent at home. Information along this line is the best sort of matter to use in any newspaper publicity given to the trade-at-home idea.

The commercial club should show any exaggerations or dishonesty in the advertising of outside concerns, but it should not stop here. It should with equal firmness deal with anything in the home merchants' advertising that verges on the unfair or the deceitful. The less of misstatement there is in advertising, the more reli-

ance the public will place upon it. One dishonest advertisement may cause a number of readers to discredit not only the advertising of the one merchant, but that of others as well. It is therefore for the general good of the town's business interests that all advertising of all kinds be held down to the facts. A reckless, careless advertiser cannot be allowed to go ahead until he ruins his own business by his tactics, because in the meantime he will harm the business of all his fellow merchants.

The industries that support the town ought to receive consideration from the commercial club. If there is any appreciable local production of goods of general utility, it is often desirable to hold exhibits of these home products. A "Made in Blankville" week, when the stores display these made-at-home goods, will be found profitable.

The legislative interests of the community are properly a part of the care of the commercial club. Where special legislation is wanted for any local purpose, the club can promote it much better than individuals, and when the influence of the business men is wanted to help secure the passage or the defeat of any measure, a communication from the commercial club representing the entire business interests of the

town will have a great deal more weight than the separate individual communications that might otherwise be sent in. "In union there is strength," and particularly where political interests are involved.

In the matter of securing better service from public utilities or public service companies, the commercial club is usually most effective. Individuals can do very little with a lighting company, a railroad or a water supply company. One man is usually almost helpless to secure better service, but when a united body of business men start out to secure it, something is likely to result.

Even when light or water is furnished by a municipal plant, there is sometimes difficulty in getting proper service unless there is organization back of the demand for improvement. Municipal authorities are often slow to improve service when there is no political advantage in doing so.

In the matter of lighting the town, the commercial club often goes in advance of the authorities. The pedestal system of lighting, which is growing in favor, is usually installed as the result of a business men's agitation. Where the town is small and the authorities do not feel justified in changing to the pedestal

system, the commercial club may arrange to put up one or more of the pedestals each year at its own expense, and it will often be found that the municipal authorities will duplicate this work, or after a start has been made, open the public purse to further it.

There is no better policing system for a town than bright streets. Where the streets are light, crime and immorality will not thrive. There is no better advertisement for a town in the minds of the transient public than streets conspicuously bright. It is the common idea that it is the business streets that need to be light and that the back streets may be dark without any loss so long as one can see to grope his way through them without running into the telephone poles. Money spent for light is money well and profitably spent, whether in the individual store or throughout the whole of the community outdoors. Bright streets are an evidence of a thrifty community. People shop at home more when the streets are attractive at night, and the extra cost of the better lighting comes back to the taxpayers in the form of added value to their property.

In the same way that well-lighted streets have a money value to the business men and the taxpayers of the town, so well-paved streets,

clean streets, and attractive streets have a value. All these things count in making people feel a greater local pride and a more clearly recognized responsibility for their share in promoting the home town spirit.

In the matter of the early closing of the stores, an organization of the merchants is helpful. It is difficult to get an unassociated aggregation of units to agree on any radical change of methods. They cannot discuss matters freely together; but once get the merchants working together and they will soon begin to consider early closing and other movements of mutual advantage. One large town, after most of the merchants had agreed to close, advanced the movement by means of newspaper advertisements calling attention to the sections where the stores were closed. For this purpose a map of the business section was used, with the closed stores black.

Co-operative delivery of parcels from the stores is another money and time saving plan that may be brought into effect through organization. It must be remembered that whatever tends toward efficiency in business management, enabling the business enterprises of the town to reduce expenses and increase profits, adds to the community wealth and to the development force.

Useless advertising, often in the shape of plans evolved by local societies as a means of raising money at the expense of the merchants, should be frowned upon by the commercial club, if indeed it should not pass resolutions condemning them openly. Program advertising and other allied forms of advertising that is practically worthless for publicity purposes, eat into the advertising appropriation of the merchants without producing anything more in return than a limited amount of negative goodwill. The addition of such expenses impoverishes the business men more than it helps the applicants. There are abundant ways of raising money for public or semi-public purposes while at the same time giving value received, and, this being true, there is no real necessity for selling worthless advertising.

The commercial club should watch municipal expenses, and, if there seems reason for it, even go so far as to pay an expert accountant to examine the town's financial records. The matters which seem to be nobody's business because they are everybody's business may be taken care of by the commercial club without causing offense. Many things may be done by the club for which no individual would assume responsibility.

A commission government of the town might be brought about through the efforts of the commercial club when no individual would take it up. Scientific management may in the same way be introduced into all departments of the community work.

One town secured outside labor to supply the local shortage among farmers and others by advertising for it in the proper outside mediums. Another town planned for a local industrial exposition a few years in advance and called the club backing the plan "The Blankville 1915 Club," taking its name from the year of the exposition.

A method of furnishing financial assistance to new business enterprises was worked out to good advantage by a Pennsylvania city. Its commercial organization, formed for the purpose of interesting outside manufacturers, was given power of attorney by local business firms to borrow money up to an aggregate amount of \$600,000. This borrowed money was used in making loans to business concerns which were found to be sound and worthy of assistance.

Another town looking for new manufacturing enterprises issued a book of information for manufacturers about local business conditions and opportunities and called it "Factory Facts."

No space was given to the beauties of the region or anything but facts of hard business interest.

Subjects on which it has been found profitable for the commercial club to address the neighborhood farmers through newspaper articles, pamphlets, or addresses at their meetings, are: "How to Keep the Boy on the Farm"; "How to Make the Land Produce the Most Revenue"; "Maintaining the Fertility of the Soil"; "The Kinds of Cattle, Sheep, Horses, and Hogs That Produce the Largest Profits"; "The Best Kinds of Grain to Plant and When to Plant Them." There may well be a committee of the club whose business it shall be to get in touch with the farmers' needs and to uncover the subjects on which they will most appreciate suggestions. There must be care used, however, not to take the attitude of trying to show the farmer how to run his business, as he may be a little touchy on that subject. He appreciates help offered in the right way, but he will resent being patronized or bossed.

Farmers' clubs are promoted and, in some instances, even organized by commercial clubs. These meet at the different members' houses and are entirely independent of the commercial club. They make their meetings valuable through the discussion of farm matters. The

commercial club can help at times by securing at its expense expert agricultural authorities to address meetings of the clubs.

One club makes it a practice in its work for trade extension and the development of new business, to get the name of any new patron of a village store and send a letter to him expressing the gratification of the local merchants over his having come to the town to trade and asking him to come back again.

The following plan for improving the highways centering in the town has been successful where tried. Allow the Good Roads Committee to offer a substantial prize for the man or group of men who will maintain for a specified year the best five or six miles of road into town. Get groups of farmers organized along each road to compete for the prize, and make it a sum sufficient to interest them; perhaps \$100 for the first prize and \$50 for the second, with other smaller prizes. Enough publicity should be given the contest to keep up interest and enthusiasm.

A train schedule that does not fit the needs of the shoppers may operate to draw trade in the other direction, and this is one thing that requires attention. In this day of public service commissions, the commercial club may, by

appealing to the commission in control, rectify an ill-arranged train service and rearrange it so that people from surrounding sections may come into town in the forenoon and return in the afternoon with suitable intervening time for shopping.

The commercial club may simplify some of its work by adopting a trade group plan. There should be a grocers' group, a druggists' group, a dry-goods group, etc., each group to work separately upon such subjects and questions of interest and importance as belong peculiarly to it. In this way matters can be taken up and treated with a detail and an intelligence that would not be possible in handling them through the whole club.

The business men of a Nebraska town purchased a motion picture machine with which to give moving picture shows on a screen in a little public park in the middle of the town. The machine was operated from the band stand, the exhibition serving the same attractive purpose as band concerts. Where a band cannot be maintained, such entertainments might be an excellent substitute for band concerts and might even be accompanied by phonographic music.

There is almost no limit to the extent to which the moving pictures may be utilized by

the commercial club and improvement society. Films of an educational sort can be secured and shown without any admission charge, thus instructing the public in matters of hygiene, sanitation, and along many other lines, besides elevating their tastes in the matter of amusements. As a means of drawing in the farming population the plan has great possibilities, and if such an entertainment can be offered as an inducement to people to come to a certain town to trade, that town is certain to draw trade from competing communities. It is worth while for the commercial club to consider spending some money along this line of work.

Unexpected good fortune has come to more than one town through the investigations of the commercial club into unexploited natural resources, such as oil, stone quarries of various sorts, sand-banks of peculiar value, or other minerals, or new agricultural possibilities. Because there has never been anything of the sort found in your community, don't think it a waste of time to investigate. New sources of wealth are appearing constantly. One may be available near your town.

Whether trading stamps are an unmixed evil or not, may be open to debate. At all events,

the matter may well be taken up by the commercial club and form one of the subjects for discussion. Where the stamps have already been introduced and found a burden, they may be abolished through the influence of the organized body of merchants.

The Des Moines Capital offered a prize of \$25 for the best plan for advertising the city. Any commercial club, varying this idea, may offer a prize for the best plan for advertising the town, or for the best plan for work for the organization. Such an offer will be productive of a great variety of suggestions as to what the club can do.

All kinds of athletic competitions attract people and it is not out of place for the commercial club to promote such affairs, or at least to encourage their promotion by schools and Young Men's Christian Associations. These things are right in line with such events as business shows, corn carnivals, horse shows, floral parades, etc. In this connection attention might be called to the fact that any kind of a parade successfully carried on is always attractive to the farmers. And where "Old Settlers' Days," conventions, picnics, or any kind of event gives an opportunity, it pays to put in a

parade. The small town public approves a parade of any sort which has a band and some novel or amusing features.

The merchants of one community united to promote a window-trimming contest which was operated under the following conditions: The stores were divided into three classes, (1) things to eat, (2) things to wear, (3) things to use. The public decided by ballot which windows were the best. Ballots were supplied at all the stores and every one was allowed to express a preference in that way, ballot boxes being placed throughout the town at the prominent corners. Prizes of \$25, \$15, and \$5 were awarded to the three best window trims.

The erection of a big Christmas tree in a public square, decorating it liberally with electric lights and holding appropriate exercises in connection with it, has become a popular December celebration and helps bring people to town to shop. It also brings out the shoppers evenings when the tree is illuminated. Sometimes penny gifts are given to the children on Christmas Eve by Santa Claus. Along a similar line is the bringing of a Santa Claus to town by train and having him visit the business section of town, distributing candy and toys to the children.

Community sleigh rides or automobile rides

for the younger population are a popular means of bringing a commercial club or improvement society favorably to the attention of the people of the community. These may be held with little cost, since the vehicles will generally be loaned for the occasion.

The refunding of railway fares to people coming into town to trade is a common way of encouraging outside business. This is accomplished in different manners by different towns. One town bases its refund of fares on the principle that the customer must buy one dollar's worth of goods for every mile for which fare is rebated. It makes a schedule of fare for five miles refunded, both ways, on a purchase of \$5; for ten miles refunded on purchases amounting to \$10, etc. The customer receives from the first store at which he purchases, a card on which is entered each purchase, and the same card is presented at subsequent stores for listing of purchases. When all the customer's shopping is done, the card of purchases is taken to the bank and a refund of fare made by the bank teller, on the basis of the dollar-a-mile plan.

Railroad and amusement coupons are sometimes issued by merchants' organizations, the unit of value for which a coupon is given being 20 cents in purchase, and the coupons being re-

deemable in transportation or local theater tickets at the rate of about 50 cents per hundred coupons. The coupons are collected and saved much as are those which come packed with certain advertised goods.

About the most important and valuable work a commercial club can do for the financial benefit of its members is to establish a rating bureau, through which they can ascertain the financial standing of any person applying to them for credit. Some clubs issue a rating book, but this involves a possibility of trouble if the books get into the hands of careless parties. A better way is to keep the information on file in the hands of the secretary, open to any member who wants it. The rated names are generally classified under six divisions: (1) cash customer, no rating established; (2) financially good, prompt pay; (3) pays according to agreement regardless of means; (4) slow but safe credit; (5) risky, doubtful responsibility; (6) unworthy of credit, demand cash. Another classification arrangement is the following: (1) perfectly good, property owner; (2) prompt pay, owns no property; (3) fair credit, property owner; (4) slow pay but safe to credit; (5) may pay; credit limited, use judgment; (6) very risky, unworthy of credit. In listing cus-

tomers under these heads, if in a rating book, a secret mark should be used to indicate the standing.

One commercial club appoints committees to visit adjoining towns and shop around to find what advantages those towns possess over the home town, and what methods are followed by the merchants there that might be adopted to advantage by the home merchants.

A baseball team helps to advertise the town and gives a good form of home amusement that keeps people from finding life too dull. It brings a good many people into the town to games, too, for the farmers near by will frequently become as great baseball fans as the village people. A good ball team is worth money to the community. Games between different groups of business men are a good means of enlivening the quiet days of summer, and they help get the merchants better acquainted with each other.

In one town where the price of gasoline had been cut until there was no profit in selling it, the commercial club found that every garage would be glad to get rid of the gasoline business; so it installed a tank, put a man in charge, and sold gasoline at cost to all comers, in all quantities. It was not long before this bargain

in gasoline began to pull automobilists from the entire countryside. Needless to say it was a great trade promoter for the village.

When jealous dealers are cutting into one another's profits and hurting trade generally, the commercial club will do well to offer its services — through a special committee — as an arbitration board. An agreement can often be effected through a third party when the dealers themselves would never get together.

Where a town has neither band nor orchestra, the commercial club and the improvement society ought to try to get something of the sort started. When there are not enough experienced musicians, a start may be made at the bottom — if an instructor can be found — by putting the younger boys under instruction and gradually developing an organization. One winter's work will accomplish wonders with beginners in band work. The boys will work at it indefatigably.

The supplying of members of the commercial club with membership certificates to frame and hang up in their places of business will help the general movement and add to the value of a membership in the eyes of those who do and of those who do not belong.

The publication of a "Commercial Club An-

nual " in which is given the work of the club for the year, together with a statement of its finances, will interest every one in the village, members or not. It may be sold in sufficient numbers to pay a little profit, but the greatest advantage will be found in the interest it will develop in the general public. Most people, knowing of only one thing at a time done by the commercial club, do not realize what a power for good it proves in the course of the year.

The commercial club should exert its influence whenever possible to discourage manufacturers of lines handled by its merchants from selling those lines to the catalogue houses. Usually all that can be done is to communicate with such manufacturers and advise them of the harm they are doing their goods in that section. This is not much in reality to do, but often the influence will be great for good.

A very profitable plan that may be carried out to the advantage of the business people of a county or larger section, is that of a " Business Convention." To this convention should be asked all the business men of the surrounding towns. A simple plan for the convention is to have a buffet luncheon at noon, followed by two afternoon business sessions with a recess be-

tween, each session to be given over to business addresses on subjects of interest and value to merchants. In the evening there may be a banquet followed by addresses. By inviting speakers from surrounding towns, interest will be spread and the attendance increased. If speakers of reputation are available from some near-by city, they will help the convention to be successful.

One of the best ways to secure a good attendance for such a convention is to have automobile parties from the town visit the business men in other towns, explain the convention and its purposes, and urge their attendance. Such an event will go far to help develop co-operation in the broadest sense between the various communities of any section of a state.

The commercial club may well show its interest in the local high school by contributing a sum of money annually to be used for prizes in any way the faculty may decide. It can interest the churches of different denominations in co-operative work for community advancement through a common organization, or by giving them representation in the club itself. It can influence the local newspapers to give space to show how the town can be made more attractive to the young people so that they do not

hurry off to the city at the first opportunity.

Every member of the club will have ideas about what the organization can do, and the members ought to be encouraged to express their opinions. When the club finds itself without any important work in hand, it can study the advantages possessed by neighboring villages that its own town does not possess, and see what it can do to develop similar advantages at home.

CHAPTER XIII

THE IMPROVEMENT SOCIETY

WHAT the commercial club is to the activities of the men as an organized aid to the progress of the town, the village improvement society is to the activities of the women. It is just what its name implies — an organization whose object is seriously to promote the welfare of the community in any way it can, and this extends its efforts indefinitely. Where the women show no inclination to take up this work, the commercial club should try to get them started.

As in organizing the men, it is wise to make plans in advance of such a meeting as may be called for the purpose of forming the society. A few meetings of a group of women at the homes of some of them, with discussions of concrete plans for the development of the organization, will result in an outline of what it is expected to do.

The constitution of the improvement society may be modeled on that of the commercial club,

and need not differ materially from it. The articles referring to the name and the objects of the organization and to the standing committees should, of course, be different in detail, but in the main the constitution can be drafted directly from the model given for the commercial club.

The membership of the improvement society should be made as large and as widespread as possible. It should be open to all women, and to girls over fourteen or sixteen years of age, and the fees should be so small that the poorest can afford to join at their own expense, or through the generosity of some acquaintance. Twenty-five cents a year is not too low. The funds of the society are to be raised by other means, and the dues are attached simply in order to give a greater significance to the membership.

The earliest efforts of a society of this sort are usually best devoted to improving and beautifying the physical appearance of the town itself—its parks, streets, vacant lots, river banks, etc.—and to doing such things as will help the appearance of the village. Work of this kind produces prompt and obvious results that will prove to people that the society is accomplishing something. Also it is work along

the line least likely to produce a divergence of opinion among the members and in which a showing can be made for comparatively little money. The greater tasks should not be undertaken until the society has undergone a seasoning process that will give it the confidence of the general public and a sufficient coherence of membership to prevent withdrawals when differences of opinion arise. Further than this, expensive work must be postponed until there is money in sight to justify the undertaking.

An organized body can do so much more to help the appearance of the town than any individual, that there is no excuse for a community's trying to develop satisfactory efficiency through individual efforts. Organization is the thing that produces results. Individual efforts to beautify and improve the village may make a great difference in the landscape here and there, but they will never produce the radical changes in the appearance and character of the village that a general movement of the majority of the population will develop.

Perhaps no better information can be given for the improvement society than to tell what it can do — showing the opportunities that lie open to its hand.

As already suggested, cleaning up the public

places comes among the first things to be done. This making of the ugly spots sightly stands at the head of the list of accomplishments of most such organizations. If the village authorities cannot be induced to do the work, it can be done by the women with such help as they can hire. The placing of refuse cans or barrels around the streets, with signs requesting the public to put waste papers and any kind of trash into them instead of in the gutter, is a simple and an inexpensive thing. The holders may be nothing more than barrels painted dark green and set here and there in inconspicuous places, and these the women could supply almost without money, begging a few empty barrels from the merchants and doing the painting themselves. Nor is it a very great expense — not more than a new society can stand perhaps, to hire a man to go through the principal streets on Saturdays and pick up papers and trash and empty the barrels and dispose of their contents.

An annual clean-up day is often instituted by an improvement society, and on this occasion it is requested that every family put its accumulated trash out on the street in boxes or barrels where it will be accessible to wagons or trucks sent around to gather up the rubbish. This work has been done successfully even in New

York City. The day is advertised through the newspapers.

In connection with the work of keeping waste papers picked up, is an opportunity for the society to make considerable money by collecting and saving old newspapers and magazines until a carload is accumulated, when they may be shipped to some paper mill or user of such scrap stock and a satisfactory return obtained. I have known of several organizations which have received sums varying from \$100 to \$150 for such a shipment. The papers must be tied in bundles for shipment, and it is customary to store them in some vacant barn while being accumulated.

Close to the cleaning of streets and parks comes the making of new parks. This may be done by renting vacant lots and converting them into playgrounds, or even by buying such property as may be advantageously used for park purposes.

In some instances village improvement societies and commercial clubs have combined and bought a rough piece of hillside or pasture land adjacent to the town and opened it to the public as a park, playground, and picnic place. The first cost is usually the chief cost in such cases, because the property will make a useful park

without any work being done on it, beyond such cleaning and clearing up as can be done by the Boy Scouts or other local boys' or girls' organizations.

A community rest room is so useful that the ladies' and the business men's organizations may well combine for its establishment. An empty store can usually be made to serve the purpose, and the arrangement of the room, with lavatory, and reading and writing tables, need not be a great expense. Such a room will be found a great convenience by women shoppers coming from outside the town.

The importance of the rest room to the retail trade of a community may be estimated by the willingness with which large stores install such facilities. One country store known to the author increased its trade a third by putting in a rest room and toilet facilities for the women.

Eliminating the town drunkard is a work which should interest improvement societies. They may hesitate to undertake an open warfare against the liquor interests — though those interests are in no way promoters of public good — but they will still find an opportunity for educational work among the young people and in alliance with that excellent, though sometimes misunderstood organization, the Wom-

an's Christian Temperance Union. An improvement society may, merely by taking up the matters for discussion, start the development of a greater and wider sentiment in the community against such enemies of health, both personal and village, as alcohol and cigarettes.

It is of inestimable importance that the women of the community co-operate with the men in the effort to develop the local business enterprises and to keep trade at home. The idea that the women's organization has nothing to do with business matters and that the men should take entire charge of that part of the work, is a mistaken one. It is just as important to the women as to the men that the business of the town be a success, and it is just as important for every woman, as for every man, to buy everything she wants and needs right in her home town, sending away only when it is found impossible to buy satisfactorily from the local dealer.

When a village improvement society puts itself on record as favoring and recommending home trade, it will find that at one stroke it has acquired the hearty support of the men who, it must be admitted, are sometimes given to making fun of the sister organization.

There is always to be found a small class of narrow-minded men who are not willing to give the women the opportunity to accomplish what they can for the good of the town; who must sneer at the women's efforts to make the town spick and span, regarding it all as an invasion of their province. Such men might even sniff at a resolution on the part of the improvement society recommending that its members buy at home. As a matter of fact the action of the women as individuals, or as an organization, should not be dictated or even influenced by this small minority of men who are themselves never found helping the commercial club or any other organization which is working along progressive lines.

The greatest stumbling block in the way of co-operative uplift work in the village is not the lack of funds or a lack of opportunity. It is not the absence of public-spirited workers. It is the presence of the small-minded obstructionist and reactionary who, when an improvement is suggested, begins to look for objections to it, instead of counting up first its benefits and its advantages. An objection can always be found by this class of person to any improvement, even if it is nothing more than the cost. For-

tunately for humanity, these clogs to the wheels of progress always wear out before the momentum is entirely stopped.

Planning for the healthful amusement of the young people is a part of the improvement society work. One thing that can be done is to encourage or help organize a town band or orchestra for the purpose of having public concerts. The purchase of playground apparatus, when the public authorities do not feel disposed to appropriate the money for it, is a good investment. Any work done to improve the appearance or to increase the utility of the school grounds helps to make better citizens by helping the children to start right.

In one village of 2,000 inhabitants the improvement society has what it calls a Mothers' Committee which takes up home and school work. It holds monthly meetings of the mothers and the school teachers, bringing together the home and the school ends of the child's training. This is much the same as is done by that excellent method called the Hesperia Plan (after the town of Hesperia, Michigan) which is a form of teachers' and parents' association. Many of the parents thus brought into co-operation are women who have no other social outlet for their efforts. Annual dues of ten cents

are charged and the "Committee" is in reality a separate organization in spite of its connection with the improvement society.

Tree planting is a work which may be materially advanced by the women through the improvement society. They may offer prizes for the largest number of successful plantings in any one year by one person, or they may offer to contribute a certain sum for every successfully planted tree which is set out in accordance with the plans and rules of the society. It may be well to issue a little folder giving instructions as to how trees should be planted and when and where, describing in detail, if desired, the various kinds of trees available. The society may even be able to afford a "tree warden" to assist its efforts, and the employment of "tree doctors" for the correcting of tree diseases, etc., is a splendid way of spending money.

In connection with this tree-planting and tree-caring work, it is profitable to hold Arbor Day exercises to give emphasis to the importance of tree-planting. In some states the state forestry departments have speakers who are sent out to give illustrated lectures, making no charge to the local society, the only expense being that for hiring a suitable hall and advertising the meeting. Such lectures are very in-

teresting and they instruct the children as to the importance and the methods of tree protection. Usually along with the information about the forestry work there is reference to the equally important work of protecting game and all kinds of animals and birds which act as destroyers of insect life.

One improvement society found it worth while to engage at a considerable expense a lecturer on birds, and to distribute to the growing-up generation booklets telling about birds and their value.

Public library promotion is a work peculiarly fitted to the women's societies. Where there is a library, their support may help to make it more valuable; and where there is none, their efforts may be the means of getting one started. They can at least, in the states where such state aid is available, secure some of the traveling library books. There is little expense connected with this method of supplying reading matter to the community. It is not an unheard of thing for an improvement society to equip a wagon with a traveling library and send it out to the families throughout the community on regularly outlined routes.

Boys' and girls' gardens may be supervised by the women in connection with the children's

school work. Their location may be that of a disused or neglected piece of land which otherwise would be an eyesore. A series of prizes for the best gardens is helpful, and in many instances free seeds may be given to those agreeing to plant them.

One of the most successful boys' garden clubs is that remarkable one instituted by John H. Patterson, president of the National Cash Register Company, at Dayton, Ohio. This company has issued a booklet about boys' gardens, which is very instructive and shows what may be accomplished through such work, for the boys and for the community at large.

Any improvement society anxious to make the most of its thousands of opportunities will find helpful suggestions in a number of little booklets published by the National Cash Register Company, describing work done at their factory and among employees.

The "Bulletin Department" of that company is engaged in many forms of research work. It offers assistance to various activities in the city of Dayton and reaches out a helping hand to villages surrounding the city and to organizations in other cities throughout the country. Any improvement society seeking information as to what may be done in the line of its

work will find the "Bulletin Department" of the National Cash Register Company willing and ready to offer suggestions and, in many cases, to furnish charts which will be helpful.

The president of the National Cash Register Company was one of the first men in this country to apply welfare work to a commercial institution. He has probably gone farther with this than has any one else, and he has shown no disposition to keep the results of his experiments to himself. His work through his company has been such as a scientifically managed improvement society might accomplish if backed with abundant funds.

A "Charity Committee" can accomplish a great deal as a department of an improvement society. This committee may gather second-hand garments and maintain a sort of "store" in the house of some member, where they can be sold. It may look after the deserving poor of the town and aid them with clothing and medical attendance and nursing and hospital service. It may have an experienced instructor in domestic hygiene and sanitation to visit families and aid in adjusting unhealthful conditions. It may see that the Board of Health does not neglect its duty, or remain in ignorance of opportunities for doing good. In the case of the appearance

of a contagious disease, the improvement society through this committee or otherwise may prove most helpful in spreading knowledge of how to combat it.

Insect pests of all sorts, from the gipsy moth to the plebeian potato bug, will be fought more strenuously if advice as to their destruction and detailing the best weapons is available from an authoritative source. Interest is sometimes successfully encouraged among the children in fighting pests by paying them a bounty for eggs, or nests, or for capturing or killing the offenders.

It is particularly desirable that the approaches to a town be made attractive in order that it may gain the advantage of a good first impression upon the mind of the visitor. In addition to the work of making the roadsides neat and attractive as the town is approached, any place used as a dumping ground should be screened, and rough, weedy corners be planted with shrubbery. Small trees and shrubs may be bought from reliable nurseries at such low prices that there is no reason why a society should not use an abundance of them. One of the situations usually most in need of beautifying is the vicinity of the railway station and yards, and often the railway company can be induced

to help in making a bare and cinder-strewn approach into a bed of shrubbery. Occasionally the railway officials, if approached in the right way, will undertake the work themselves.

Prizes of considerable value in cash have been offered by some improvement societies for the greatest improvement in any piece of property in a year. Usually this results in an effort on the part of every one to show some improvement at least and there will be a great change in the appearance of many of the rougher parts of town; the prizes, as a rule, being won by the poorer people who most need the money and whose property it is of the greatest advantage to have improved. Once the improvement idea gets into the minds of the people, it develops and it stays, and as soon as a man has seen that work of this sort actually adds to the money value of his property, not merely on paper but in reality when he wants to sell it, he will go into it farther.

The issuance of bulletins on such subjects as the extermination of flies, the prevention of disease, and the abolition of mosquito-breeding places, is good work for the society and it does not cost much to get out such bulletins. At an expense of less than \$20, a duplicating machine can be bought, together with paper and

supplies, with which the improvement society bulletins can be issued in facsimile typewriting. This is much cheaper than having bulletins printed, and is very satisfactory.

Help in distributing bulletins may often be secured through some junior organization, such as the Campfire Girls. The active members of such a society will distribute the bulletins from house to house as a part of their work, doing it with a good deal of interest. The improvement society ought to take an interest in all the organizations of boys and girls and help them in every possible way. If there are no Boy Scouts or Campfire Girls in the village, the improvement society may at least form a Junior Civic League, or something of that nature, to be composed of the youngsters under fourteen or sixteen, regularly officered and made a juvenile arm of the parent society.

The improvement society has the opportunity to take an important part in the work of keeping the young people in the country — in making them want to stay in the town instead of going to the city. The call of the city is strong. The city needs the young country blood and the young country people want to go to the city, but if sufficient attention is given to making life attractive for them in the country

they will not feel so strong a desire to get away from it. The lack of amusements, the absence of anything doing, the craving for excitement, will all have less pull cityward if the home forces such as the village improvement society will take cognizance of the situation and devote some time at least, to making the village a place where young people will like to live. The best way to keep people from wanting to leave a place is to make them happy where they are. This means to a large extent keeping them busy at something that is not distasteful and keeping them actively associated with their fellows. The less time one has to brood over one's dissatisfaction, the less dissatisfaction there will be. This does not mean that incessant manual labor will keep a boy from wanting to leave the country. It means that enough labor to keep him busy for a portion of the time ought to be accompanied by enough amusement to occupy his spare moments.

If the country people and the town people, instead of spending time bemoaning the fact that the young people are crazy to go to the cities, would utilize their energy in doing things to make them want to stay at home, the results would be apparent in a little while in the form of a more contented younger population.

The village improvement society should take occasion to interest the younger people, even the youngest, in its own work, urging them to become members at an early date. When there are those who cannot spare the small amount exacted as dues, an opportunity may be given them to work it out by doing some special task set them by the society. One society following this plan, allowed a year's dues for the proper planting of a tree under the oversight of the society.

The commercial club and the improvement society will both do well to go out of their way to interest the younger folks in their organization work, and it is suggested as a means of doing this that prizes be offered through the school authorities for the best letters or essays suggesting, in a certain number of words, things these organizations could do for the village.

An important semi-commercial movement that has worked along a line parallel with that of the improvement societies, is the so-called "Clean up and Paint up" campaign which was initiated by Allen W. Clark of *The American Paint & Oil Dealer*, St. Louis, Missouri. This movement, while backed primarily by those interested in the increase in the sale of painting materials, has become a valuable aid to com-

munity uplift and is a good work for any improvement society to encourage. Whenever business and improvement work have similar roads to travel, they will travel faster and easier if they go hand in hand. For information relative to handling a "Clean up and Paint up" campaign, address Mr. Clark, care Clean Up and Paint Up Campaign Bureau, Kinloch Building, St. Louis, Missouri.

No one volume can detail all the work available for an improvement society or for a commercial organization. A book made complete to-day with the doings of such organizations in the past, would to-morrow be lacking in description of the new and important plans that are constantly being devised to meet changing conditions.

To keep in touch with what is being accomplished in community development and by what means, such periodicals as *The American City* (New York) and *Town Development* (New York), which are wholly devoted to community betterment, should be read regularly. It will be helpful also to keep in touch with the contents of the outdoor, country life, and suburban publications which devote occasional space to articles along the line mentioned. There are also a number of trade journals, such

as *The American Lumberman* and *Profitable Storekeeping* (both of Chicago) which have departments devoted to the doings of commercial organizations.

In addition to the various kinds of work suggested here for the improvement society, there are many things mentioned in the plans for the commercial club's work that might be available for the women's work as well, and many of the plans to make money, suggested for the commercial club, are just as suitable for the use of the improvement society.

CHAPTER XIV

THE PEOPLE OF THE TOWN

THE people of a community are the means through which the civic organizations attain their ends. They are what the commercial club and the improvement society have to work with. For this reason, for any organization or any person in a community to consider the rest of the people from a detached viewpoint as outsiders, is a mistake. To attribute the shortcomings of the community to the things "They" do or do not do, is not fair. Not "They" but "We" make up the town, and the failures and successes of the town are due to what you and I do, or fail to do.

Any community whose citizens, or any considerable proportion of them, insist on standing on the side-lines and criticizing the work of the players, will be a failure as a team proposition. It may perhaps afford amusement for the time being to the critics who do not realize that they are damaging their own interests by their attitude, but it can never attain the prosperity or

advancement it should. Who ever knew of the success of any athletic team when some of the members regarded the rest of the team as "They"? All business successes are built on a "We" rather than on a "They" basis. The keynote to a boy's business character and possibilities is usually found in the length of time it takes him to get the habit of talking about his employer's force as "We."

There are two classes of citizens in the town — useful citizens and others. The others are they who talk to their fellow inhabitants about "*Your* streets," "*Your* churches," "*Your* schools," "*Your* village."

It is the useful citizen who makes the town what it is in the way of success, who promotes its industries, who develops its resources. It is the useful citizen who is proud of his town and of whom the town is proud. Fortunately few of our small-town people take the aloof position. Most of them are useful to some degree.

A man's usefulness in the community does not depend upon his wealth or upon his prominence. It depends upon his desire to help. If we have plenty of money, we can help more but we rarely do on that account. The most useful citizens in the town, as we all know, are not the wealthy ones.

The rich man has a chance to do things for his town without effort. By a simple signature he can give it something it needs that otherwise might be gained only by an immense amount of hard work and sacrifice on the part of citizens lacking in money but abounding in community spirit. But how often does he do it?

It seems that the rich men who claim the small town as their present or former home must as a class be either selfish or thoughtless. There are notable exceptions, of course; but as a rule the large property owner, the man of means who lives in our town, feels that in paying a large amount in taxes he is doing his full share in keeping up the place. He may be doing his legal share, but is he doing his share on a basis of his moral obligation? Is he using the opportunities that have been given him as he should?

Should not any one consider it a privilege to present his home town with a new school building, with a Young Men's Christian Association home, with a public library, or a building for civic uses? It may be that the reason comparatively few of our rich men and women do these things is because comparatively few of them have been drawn into active community work. Their wealth has kept them on the side-lines,

regarding the town as "They," instead of as "We."

It may not be well for a community to have too much given to it by its rich friends, any more than it is well for an individual to become the object of such charity. The ability to secure help in public affairs by merely asking some rich man for it, would quite naturally result in reducing to a minus quantity the forcefulness of the public-spirited people of the place, and when the source of easy acquisition of financial aid was removed, the town would find its civic energy paralyzed.

The community that can accomplish all things for itself without the aid of endowments and memorial donations will be the better and stronger for so doing, but it is financially impossible for a town to secure for itself all the advantages it can use profitably. The ideal situation for a town is that of thrifty civic organizations accomplishing all in their power, while benevolent individuals stand behind ready to help when and where the sinews of war are most needed and appreciated.

As a rule the most active promoters of business enterprise and public movements in the town are the merchants. Since they are de-

pendent for their living upon the success of the community as such, these men realize better than any one else the necessity for its advancement. The laboring class feel less interest in such matters and take up the work usually only under the direct supervision of others. The professional class often produces individual leaders for such work, capable and efficient, but the rank and file of the community helpers will be found to be business men.

The business men of our towns are rapidly advancing in mental and moral standards. Their trade papers are elevating their ideas and their ideals. Retail business is on a very much higher plane now than ever before, and the retailers of the small town are looking outside of their stores for ways in which to promote the general as well as the individual good.

One class of citizens usually found in the village is sometimes lacking in civic interest and responsibility. This class is composed of retired farmers — farmers who have spent the most of their lives in hard work on a productive farm and have at last saved up enough money to support them the balance of their lives in an inexpensive way in a quiet village home.

From the nature of their lives these people have been excluded from such matters as interest

the promoters of community welfare. From the nature of their financial position they cannot give largely to any public enterprise. Their incomes are very limited. They reason properly that a loss of any appreciable amount of their principal may at any time reduce their income to a sum insufficient to support them. Very little can be added to that income, and that little only by such work as the farmer himself can do in the line of inexperienced labor. Often both the farmer and his wife are worked out, and have retired largely because of physical inability.

There is considerable unjust criticism of this class of our fellow citizens. Honest, just, law-abiding people, often with grown children married and living in the community, they still fail to feel any real interest in public affairs and on this account are often found on the wrong side of public questions, delaying advance by their reactionary attitude. Instead of the harsh criticism of the retired farmer, there ought to be a careful consideration of his position with a sympathy for its disadvantages, and a campaign of education be carried on in advance of any progressive movement in order to familiarize him with its need.

The retired farmer opposes advancement mainly because he does not realize the impor-

tance of it, or because he feels that it is going to increase his expenses unreasonably. If he is shown the need of the improvement he will be the more willing to pay for it. If he is shown the actual cost to him side by side with the actual advantage to him, the expense will seem less an expense. But when he is compelled by the voice of the majority to pay for what seems to him an unnecessary improvement, he should even then, if possible, be converted rather than left to his reactionary position, and under no circumstances should he receive intimation that he is an undesirable citizen. The reason for the unfriendly attitude many people take toward the man who opposes a reform, is due to their inability to get his point of view. Before criticizing and condemning our fellow citizens, let us try to see things from their side, trying to understand why they feel as they do. This will make us more patient with their opposition and more successful in converting them. Tact will go a long way in the development of public spirit in all classes of people who may naturally lack in that direction.

Before we criticize any one, however, for a lack of public spirit, it is well that we consider our own position very carefully. What we sometimes mistake for public spirit in ourselves

is nothing more valuable than a desire to be known as leading citizens, or even perhaps a hope that prominence in public works will bring us more business and more personal popularity, or advance us in the line of political preferment.

In the small town particularly incidents occur, true human interest stories develop, touches of nature crop out, that show that human nature is a better thing than the modern, worldly attitude credits it with being.

There is an invisible bond that unites humanity in trouble or in happiness. Personal animosities come to the surface here and there and jealousies give rise to acrid speech in the village as elsewhere, but always there comes a time when these temporary differences are dissolved and nothing is apparent but that unifying bond which makes the whole community akin. A dramatic or a tragic event in a family in the village causes a share of sympathy to be extended to that family from every other family. The success of one man or woman of the town is acclaimed a success for the town itself. Humanity is close to the surface in the small towns and the chords of sympathy are more easily touched.

The undesirable citizen, of course, exists in the small town, but he cannot very well hide him-

self or his undesirability. If he dislikes unpopularity he has every inducement to reform, because no undesirable citizen can live in the village and deceive himself into believing he is popular.

Undesirable and unpopular citizens will find the small town a place where life lacks much of being pleasant and their activities of a pernicious sort will be very much hampered by their reputations.

Often the undesirable citizen can be made over — remodeled into a desirable one, by the simple expedient of setting him at some useful occupation of a public nature. Once get a man identified with some part of a progressive or popular public work and he will cease to be reactionary and retrogressive.

There are all kinds of people in the small town, but there are less of the extremes of evil poor and idle rich. The village population comes nearer to averaging the happy medium than the city population, and it is steadily approaching nearer. What your town and mine does to achieve that desired ideal is dependent not on what the rest of the citizens do to help, but on what we do to help.

We are ourselves the people of the town, and our town is to be what we make it.

CHAPTER XV

THE COMMUNITY YOUNG FOLKS

WHAT the town does for its young folks today determines what those young folks will do for the town tomorrow.

There is no more important task set for the people of the community than that of caring for its younger element. Developing the young people along the right lines means preparing citizens of the right sort for the future administration of the affairs of the community. It means more than that, because the work of setting the young folks right and keeping them right will keep their elders right while so employed. What the town's youth are, that will the town itself be.

Young people anywhere must have occupation. Young blood cannot sit in quiet by the chimney corner and contemplate past, present, or future. Where there is normal youth there is normal energy seeking outlet.

The social enjoyments of a generation ago are just as much back numbers for our young

folks as the hoop-skirt or the high-wheeled bicycle. There must be something modern in the amusement line to take the place of the pleasures our children regard as old-fashioned. There must be work and play for both boys and girls; and with plenty of the right kind of both there will be no boy and girl problem to be solved.

The care of the children by the town quite naturally begins with providing proper educational facilities, and this may be said to be properly the business of the Board of Education. No doubt this board is elected for the purpose of taking charge of the town's schools. Theoretically it is composed of men with the public welfare at heart; men who are willing to give up time to attending to the business of educating the community young people, or to providing educational facilities for them, without any remuneration for the work.

The theory is correct but the practice is sometimes deficient. Often the only men who will accept such responsible public offices with no salary attached are men who are obviously unfitted for the position, or who have an ax to grind in the way of keeping taxes down, or in securing some other kind of indirect return for being on the board.

There are two ways in which the placing of

improper members on the board of education can be prevented. One way is for such citizens as are qualified to give the right kind of service on a board of education, to put aside personal feelings, make personal sacrifices, and themselves consent to serve. The other way is for the people who ought to be interested in the right make-up of the school board to see that improper persons are not elected to membership.

In a town where the school board is made up of undesirable members, you will find that school meeting or election is a perfunctory affair, attended by the members of the board and half a dozen men who have nothing else to do — men who always make it a point to exercise the right of franchise on all possible occasions, and usually on the reactionary side of a question.

Where such a condition prevails, almost any man who wants to become a member of the school board can be elected if he will quietly have a few tickets printed and ask a score of friends to drop into the school meeting on board election day and vote just before the polls close.

The public that has not enough interest in the election of the right kind of men on its school board to attend the school meeting and see that the right men are elected, deserves the

kind of administration of school affairs that it will certainly get.

The men and the women who want to see their young folks given a right start in education should caucus together in advance of the day for the election of new school board members, choose the right kind of candidates, and then get out enough votes to elect them.

A good school system in a town is something more than a means of developing the young people into self-reliant, self-supporting citizens, important though that may be. It is a means of helping local business men to secure the right kind of employees; a means of improving the grade of citizenship; a means of attracting to the town the best class of families. One country village within the writer's knowledge has increased its population within a couple of decades by some 1,500 souls, and the business men of that village are almost a unit in awarding the praise for this increase very largely to the excellent school system in operation there. Such a gain in population in a country village is a remarkable record.

Good schools and good churches — and the two walk hand in hand — have much if not all to do with developing the younger element along the right line. Dr. Holland, referring to the

value of churches and schools in a community, and supposing a city without these, said, "Would property be safe in such a city? Would vice be under control there? Would men be industrious there? What things would add most to the value of real estate and personal property there? Would there be a man among its inhabitants who could find a better investment for his money than by paying his share toward building churches and schoolhouses?"

Money spent for advancing the interests and welfare of such institutions is money invested where it will pay returns that cannot be measured in money. Complaint against a high tax rate is a common thing. There is something wrong when a man must complain of too high a rate of school taxes in his village. Either he is lacking in public spirit and unwilling to pay his share for supporting a good school system, or the school district is not getting value received for the money it spends, and the taxpayer is lacking in that kind of interest which should make him see to it that his public affairs are properly handled.

The man who always leaves it to somebody else to look after public matters has no just complaint if they are not well managed. It is not necessary that a man go into politics or that he

himself take office, in order to do his share in seeing that his public interests are looked after properly. If the intelligent men and women of the community will merely exercise their rights as citizens and taxpayers to know what their money is buying and who is getting it, there will be no trouble in the money bringing value received.

The amusements of the young people are closely related to their church and school affiliations. There ought to be a proper attention to athletics in the schools, and while in some cases there has been a tendency, especially in the large city high schools, to make too much of football or baseball for the few, the school authorities make a serious mistake if they do not lend official sanction to such affairs.

A proper oversight of all the athletics of the school by one of the instructors makes it possible to give every pupil a chance to profit by organized outdoor exercise. A lack of any official recognition leaves the athletics to the few boys who have a strong inclination toward a few branches of sport.

Of course the girls need the outside sports as much as the boys, and they need the more some careful official and intelligent oversight.

Such organizations as the Campfire Girls and the Boy Scouts are doing a great deal along this line, but while they take young people of school age, they do not take the place of such work in the schools. Only a comparatively few belong to such organizations and often they are the ones who are the least in need of their help. The Young Men's Christian Association and the Young Women's Christian Association go still further, and there is definite need of and benefit from these associations, but they do not take the place of school athletics and playgrounds for the younger children.

Where the school authorities cannot make proper allowances for the oversight of the children in outdoor sports, the matter ought to be taken up in a paternal way by some local organization.

The more supervision the older and wiser heads of a community can exercise over the amusements of the young, the cleaner those amusements will be kept, and the more beneficial and prosperous they will be.

If the boys' baseball teams can be supervised by an adult manager, the tough element can be kept under control, or eliminated if it is not worth while to try to straighten out the boys

who have bad tendencies. That it is worth while, however, to try to make over the boys of wrong tendencies is beyond question.

If the dances held by the young people in public halls are managed by their elders or governed by a group of patronesses, undesirable features and improper companions can be kept out, as would not be done were the young folks left to their own discretion in the matter.

If there is organized effort on the part of the parents to have abundance of wholesome amusement outside of school hours for the children, there will be little trouble over unwholesome amusements. Young people must be doing something. They cannot long remain idle. They should be handled much as small children must be handled. Instead of continually forbidding them this or that, give them enough things to do in a judicious mixture of work and play so that little room will be left for their developing undesirable tendencies.

If the young girls of the town fall into the habit of visiting the railway station at train time, or the post-office at mail time, and there hanging around and giggling, and occasionally scraping an acquaintance with a vicious boy or girl, it is not due to any inherent love for depot

or post-office society, but to a desire to have fun and excitement, and to a lack of any proper way to have it, or to the lack of any occupation keeping them busy elsewhere.

If the boys persist in standing in groups in front of business places where they crowd and romp and remark about passers-by, and make it unpleasant particularly for the women who must pass them, it is not the fault of the boys so much as it is the fault of local conditions or of a lack of parental foresight.

When a boy gets out of school in the afternoon he cannot disappear until school time the next morning. He must exist somewhere in the meantime, and if he is a normal boy he must be actively employed during practically all of his waking hours. It is perhaps better for the boys to be grouped on the streets than to be left to disappear entirely for the same length of time.

Find something for the boys of your village to do; give them some place where they may play. Get them some occupation that will take the place of loafing around the streets and they will themselves be better pleased and the public will be well served.

There is no work that will repay a town as

well as work among the young people in making their amusements clean and wholesome and in providing plenty of them.

Boys who make the streets noisy and unpleasant must be allowed to make a noise and to go on with their horse-play where it will do no harm. Plenty of active or even violent physical exercise is needed to keep the normal boy down to a level where he will not offend adult society. On the other hand, adult society needs to be made to comprehend that its own rights are not the only rights in the world — that boys have the right to be boys.

Girls who seem to like to “gad and giggle” will have much of that desire taken out of them if they have active gymnastics to reduce their superabundant physical energy, and musical, dramatic, or other clubs to create definite outside mental interests.

It is just as necessary for young people to organize in order to do things, as for their elders, and there is a natural inclination on the part of boys and girls to form clubs and societies. This tendency should be made to work for good, and it may be made to do so if the older people will encourage and supervise the young folks' organizations.

While the young folks will resent what seems

to them to be interference on the part of their elders, they will not object to a reasonable supervision, and there needs to be an unobtrusive oversight exercised to keep youthful organizations free from undesirable influences.

Dramatic clubs, athletic clubs, baseball clubs, tennis clubs; all these are more successful, more permanent, and productive of more satisfaction to the members if there are some older heads interested as honorary members or overseeing guardians or patronesses.

In order that it may be easy to obtain information as to the proper steps to take to start young folks' organizations along some of the lines that are desirable, data relating to these are given below, and books of value along these lines will be found listed in the Appendix of the present volume.

The Campfire Girls is an organization of national scope, and information regarding its purposes and the method of organizing may be obtained from *The Camp-fire Girls*, 118 East 28th Street, New York City. Health, vigor, outdoor habits, and the outdoor spirit are promoted under the "Law of the Camp-fire."

The Boy Scout movement has spread all over the country and troops are being started wherever there are boys. An information bulletin

giving details and a statement of the principles of the organization may be obtained by addressing, "The Boy Scouts of America, 200 Fifth Avenue, New York City." The organization is non-military and non-sectarian, though it teaches the military virtues and religious principles.

The Young Men's Christian Association and the Young Women's Christian Association are organizations of a national scope, too well known to need description. They work to the advantage of the communities where there is an organized membership. Information relative to the inaugurating of a local branch of either may be obtained from the International Committee of Young Men's Christian Associations, 215 W. 23rd Street, New York City.

The young people of the town have all the necessary ability to make good, but they must be directed. They cannot be allowed to follow their own inclinations. Parents are directly responsible for individual children, but in a broader sense the entire adult population is directly responsible for the entire population of young folks.

Much may be done to the ultimate good of boys and girls if the local civic organizations will enlist their interest in the work of community improvement and uplift. There is scarcely a

working force available to the improvement society or the commercial club that can accomplish more along some lines than the young people, if they are put into the harness and set to pulling. The morale of the younger element will be improved more certainly and more quickly by finding something youth can do and setting them at it, than by any possible use of various forms of "Don't." Get the boys and girls in league with the men and women and give them a chance to make their energies count.

CHAPTER XVI

THE PREACHER'S OPPORTUNITY IN THE SMALL TOWN

IN the days of the circuit riders the man who preached in the little village church, or more likely, schoolhouse, was a superior physical specimen. He was hale and hearty and able to take care of himself in any kind of an emergency. These big-hearted, strong-bodied men rode back and forth across the land, stopping here and there with their parishioners, instilling honesty and manliness in the men, and piety and womanliness in the women.

They were men who feared God, and God alone, and preached a kind of Christianity that may be considered a little crude nowadays, but that made impressions upon their hearers — impressions that endured.

The circuit-riding preachers gave place to men who had fixed charges; some of them half a dozen preaching places between which they divided their time and energies, preaching as many as four or five times on a Sunday. At

present most small town churches have pastors of their own and in only a small proportion of instances is it necessary for them to divide their time with weaker churches.

The men who fill the village pulpits to-day are probably of higher average scholarship than their predecessors. They are men of better education. They preach a modified damnation and they believe in the introduction of new methods for maintaining an interest in church affairs. They are not lacking in manhood, for these latter-day preachers are no whit behind those who, when the country was just growing up, spent half their time in the saddle.

The number of churches to the thousand of population is greater in the small towns than in the cities, but it is not probable that the villages are over-churched. Say rather that the cities are under-churched. The city minister has unlimited numbers from which to draw, but these numbers are to a large extent people without church-going inclination. It may almost be said that in the city, taking the entire population into account, the man with an early religious training is the exception; while the exception in the small town is the man whose childhood did not include some sort of church advantages.

In the village the lines are clearly drawn.

This man's church is the Baptist. The whole family attend that church. Every one knows where they go, and for the Presbyterian or the Methodist minister to ask them to come into his fold would be an unpardonable breach of ministerial etiquette. This condition is protective as well as restrictive, but even so there are in the small town enough families without strong church affiliations to give the minister abundant field for his work.

Social caste is one thing that should be and is very generally eliminated in the church organizations of the country community. The church, however, should not ignore social matters. It should rather be a nucleus of social life in the community, and its success in this kind of endeavor must necessarily depend much upon the personality, the tact, and the social nature of the pastor.

In the smaller town the minister is one of the prominent public men. He is invited to preside at public functions. He is asked to be present when any prominent person from the outside world visits the community. He is one of the leaders in movements for the public good. He is a leading citizen just because he is a minister. He has a certain amount of honor thrust upon

him along with the opportunities that come to him for growth.

In just about the same proportion that the village preacher is qualified to become a community leader in matters of public welfare not directly connected with the church, so will he succeed as a pastor and as a promoter of church aggrandizement. His methods and his attitude should have a powerful effect in disarming the critical attitude of the people who are always looking for a chance to attribute every community disgrace or misfortune to the church people.

The young minister cannot begin at the top. He cannot choose his church. He must take what he can get, and that means, in all probability, that he must start in a small church in a small place. In a minor parish he must do the best work he can in building up the church and in developing his own abilities. If he does this well, his efforts and successes will be noted and some larger church will learn of his existence.

He is "advertised by his loving friends." This, however, is not the limit of the advertising that may be done for his church, for publicity is at present utilized to a surprising extent in arousing interest in religion and in its material manifestation, the church.

The minister of the small town never has an assistant. He is an all-around man and he is called upon at all hours of the day or night to help the afflicted and comfort the distressed. He must visit his parishioners with a nice absence of favoritism. He can draw no distinctions between the ones he likes and the ones he does not like. In fact, the minister who is to be a success in a small town will never, if he be wise, allow himself the privilege of forming likes and dislikes of a prominent nature. He must pay especial attention to people he would not naturally care for, lest any natural dislike show itself and disrupt the church. This matter of likes and dislikes for one person or another can be adjusted within ourselves more easily than most of us realize.

There are always rebuffs for the preacher who is a worker and has no fear of the natural enemies of the church — the men whose business interests suffer through the advancement of religion. However, such rebuffs only stimulate the fighting blood of the man who has fight in him.

All such matters are made personal in the small town, and there the preacher has warmer friends, as well as warmer enemies, than in the city where a church is a matter of smaller im-

portance to those inimical to its work. In the city the churchless population is so large that it has no quarrel with those who do attend church.

It frequently happens that the advent of a new minister is the signal for a division of the congregation of the church. This is unfortunate and obviously unnecessary, being due to the tendency of all of us to put our personal preferences ahead of the common good. Such a division of feeling may perhaps be unimportant, but it can produce no good and occasionally the dissenting voices run high and years of work are necessary to bring the warring elements into harmony. Resentment continues against fellow church members even after there has ceased to be any toward the minister. But here again is a condition that is not peculiar to village churches.

The small town minister is given the esteem and good-will of his whole people as the city minister rarely is. Country people open their hearts more readily and they are more whole-souled in everything they take up. They do not affect sophistication. They are enthusiastic and do not mind having others see that they are. When they believe a thing, it is with less reserve and less fear that they may be caught believing the wrong thing.

The difference between the villager's confidence and the metropolitan's lack of it is typical of the different atmosphere they breathe. In the small town you believe in your fellow man and trust him. In the city you doubt him and suspect him.

The minister of the gospel comes in for this difference of attitude just as does every other worker. He is either believed in without reserve and considered an earnest and sincere worker, or he is simply credited with being a man who is working at the job of preaching for what there is in it. The difference in the attitudes of his public is due to their rearing and the atmosphere they have inhaled.

No one can deny that there is more God in the country than in the city, and consequently more Godliness and a more open worshipfulness of Him. Direct contact with nature, such as village and country people get, makes them more amenable to church influences than are people living in a more artificial atmosphere. Country people have time to think. Spiritual faculties are developed by thinking. As a class they are given more opportunities in the way of solitude or solitary occupations wherein they cannot avoid coming into contact with their own thoughts.

Home and church both mean more in the small town. The country offers more home life because there is less to distract from home interests. For a similar reason there is a greater interest in the church.

The minister who starts his work in the country finds his pathway easier and plainer because of the conditions. He finds, too, that country conditions operate to make his faith stronger. The doubts that assail most young men accomplish little when the man is working among a people of lifelong and inherited church beliefs.

And farther than this, the man whose younger days are spent in the places where he gets out of doors and builds up his physical strength and his constitution on oxygen, instead of on excitement, will ever after be able to do better work wherever he may be, and to do it longer.

To the sophisticated man of the city world, the village and its ways sometimes seem fit matter for jokes. He jests at its simplicity and at the country people's belief in their own institutions. He compares their attempts to do things with the results obtained by the city's best experts.

No other attitude can explain the position of the man who makes fun of village simplicity. What, though, could be more unfair or unsports-

manlike? It is comparing the work of the amateur with that of the professional. The amateur is always the more enthusiastic and the more sincere. The professional invites criticism by his attitude. The amateur disarms it.

The preacher in the small town church has fewer tools with which to work. He lacks many of the resources of his city brother, but he has better raw material. The lack of tools is never a prohibition on the man who wills. It is an incentive. Any fairly good workman can produce a creditable job if he has a whole workshop at his disposal. It is a good workman who can get results even when his tools are not of the best.

It is the absence of tools and convenient accessories that shows the stuff that is in a man, and the man who never makes a chance to show what is in him regardless of the tools he has to work with, will never be great in the ministry or anywhere else.

The work of the city minister is no more important than that of him in the country. His ability may average greater, but if so, it will be found to be due in the majority of instances to his early country parish work.

The man who starts in the city will rarely be found fitted to work in the country. The man

who would fill a great city position is helped rather than hindered by having started in the country. It takes a country foundation to make a city minister. To the man who begins in the country all things are possible. To him who begins in the city only the city is possible. This is the sum of the matter and should be the point well considered by the theologian with ambitions.

A man may love the city but the village loves the man. In the small town the affection is reciprocal while in the city it is one-sided. And much of the preacher's success, both in the pulpit and out of it, depends upon the reciprocal love between him and his people.

The city minister has a host from which to draw but he knows only his own congregation. The country pastor has only his own congregation and its ramifications and a small floating element from which to draw, but he knows every one. The man's personal influence in the small place is unlimited. His opportunity is limited only by his ability. In the city his personal influence is usually bounded by the few among whom he works. His opportunity depends not upon his absolute ability but upon great comparative ability.

The country church, and this means its pas-

tor, has in its charge to a great degree the future of the nation, because through it are coming the country's leaders. It will be in the future as it has been in the past, that a preponderance of the greater men of the nation — the history makers, the doers of the country's big things — will come from the small towns and rural districts.

There are always enough men to fill city positions who have fitted themselves for it in the country parishes. There are always plenty of city churches demanding such men. Let the new men begin work where they have the wide acquaintance with the people and an intimate knowledge of their lives. One can learn better and more quickly in the country how to get close to human nature, and the measure of success in a minister is the measure of his ability to understand human nature and to read the human heart.

Of course the salary of the country preacher can never reach the height of that paid by a successful or a fashionable city church, but it can, it *must*, be made sufficient to support him if he is to become efficient. No man can do good work on an inadequate salary.

The day has arrived when, in the opinion of many, in addition to teaching religion, the

churches should teach civic responsibility, social economy, political morality. They should seek to interest the farmers in the intensive and moral development of their land. They should reach out to lift up wherever and however they may. In some towns the churches of all denominations are united in federations for the purpose of carrying on community welfare work. Something of this sort the church might be doing everywhere. If it interests itself in the people and in their everyday affairs, it will be able to secure their following in spiritual matters. Who shall say where the work and interests of the church shall stop? Scientific municipal management, modern sanitation, advanced educational methods — all these and more are within the scope of the small town minister's labors.

The minister himself will find it to his advantage personally and to the advantage of the work he is trying to do, to interest himself in the local civic organizations and particularly in the commercial club. The commercial club in many towns is one of the most potent local forces for good, and is working along the lines of the social service forces. Many of the things commercial clubs are doing are things churches are trying to do. If the minister will join the commercial

club it will result in a better understanding of the needs of the community both in his line of activity and in more worldly lines. His membership will be an advantage to the club, too, and I believe every such club should make a special effort to interest the local clergymen and get them to become active members.

The church and the minister in the small town ought to form one of the community's greatest forces, if not the greatest force, for good, and to this end ought to be working in harmony with the commercial organization and the improvement society. The churches ought not to hesitate to use these organizations, and such organizations ought not to hesitate to call on the churches and on the clergy for assistance in the development and execution of any plans that make for the good of the community. Both the church and the business people are working for the advancement and the uplift of the town, and they ought to work together regardless of creed or denomination.

Profitable Storekeeping, a Chicago trade paper, has been instrumental in bringing about a special "Business Men's Sunday." For this the second Sunday in October of each year is set apart to be made a sort of "get together" Sun-

day for the church and the business element.

The *Profitable Storekeeping* plan includes special sermons to business men, invitations to business organizations to attend church in a body, sermons by business men, lay sermons. This plan, if carried out with enthusiasm, cannot but help to bridge the gap that too often exists between church and business — the two most potent forces for the development of what is best in every town.

CHAPTER XVII

THE DOCTOR'S OPPORTUNITY IN THE SMALL TOWN

NO man occupies a more prominent position in the life of the small town than the village physician.

His is a place of great responsibility and for him is felt a respect that is not surpassed by that felt for any other man except the minister. It is a rare case when he is not deserving of that respect. The village physician who does not do himself credit is the exception.

The tendency among young professional men is naturally to gravitate to the cities, and as fast as young physicians are graduated and finish their year or so of hospital work, they proceed to hang out their shingles in their city and wait.

While they wait they are nonentities. They know few people and they are known by few. They are without reputation or practice and they can do next to nothing to help themselves along. The physician cannot advertise. He can only wait and help himself as he gets an occasional chance to make a personal acquaintance here

and there in his neighborhood, or to be on hand when some accident occurs.

His is a long, long wait and at the end of it there is once in a while a large and lucrative practice, a runabout, and maybe a limousine. It is only the one man in a hundred who makes a real success of the practice of medicine in a large city. That which comes to the ninety-nine is partial or total failure, perhaps poverty, loneliness, heart-sickness, occasionally suicide or the grave of the drug-habitué. The best that comes to those who are not numbered among the few perfectly successful ones is a more or less comfortable living, and the chance to do an endless amount of good for the love of it.

In medicine, as in every other walk in life, the financial successes are the small per cent., and the young doctors who start unknown in the city do not develop the average number of successes of the profession taken as a whole. The young doctor wants to be a big success in his profession and he thinks he has it in him to be so. There is certainly nothing but credit due to the man for believing in himself. But where there is one man who will make good in the city, there are ten who will not, though of that ten probably seven could make a good living in the small town.

The young doctor who opens his first office in a small town quickly becomes acquainted with the best people if he is wise and chooses to know the best. Whatever his actual ability may be, he is regarded as a coming man. The entire community knows he is there, and while they may have the natural distrust of the capabilities of a young man in serious cases, any one will be willing to try him in the less complicated instances, and the fee for a call on a sore throat patient is the same as that for a visit to a case of pneumonia.

The older physicians in the small town will recognize him and ask him to help them in their operations; to give anæsthetics; to look after their patients during a temporary absence. They realize better than the general public that the young man just out of medical college and hospital work has some ideas which they have not yet adopted — ideas well worth knowing. They appreciate the presence of modern ideas from professional headquarters.

Gradually, as the young man makes friends, there will come office calls for simple cases and these will be followed by other calls as he shows ability. If the young doctor takes pains to be friendly with the men of the humbler class of families, the working classes, they will begin

calling him into the house; and while these people may not pay as well or as promptly as some, still they will give him a chance to gain a reputation which in a small town will spread rapidly from the humblest to the greatest. Classes overlap deeply in the small community where every one knows every one and where no one is afraid or ashamed to speak to any one. There is no room for an exclusive aristocracy in the village, and a codfish aristocracy will be lonesome wherever it is.

Of course the limit of a physician's success is usually smaller in the country. A physician who starts in the small town and goes to the city afterward, cannot always start there with any more assurance of success than a young man would have. But while the village reputation is often of little value in the city, there are exceptions. Note, for instance, the success of the famous Mayos of Rochester, Minnesota.

The small town offers the doctor the friendship of hundreds of warm-hearted people who will make him their confidant; their father confessor; who will swear by him and stick by him through all sorts of conditions.

It offers a living — as good a living as a man can have; enough to eat, a comfortable home, and plenty of outdoor life to make health. It

involves a strain as does any responsible part of the work of the world, but not the nervous strain of city life. It offers a man the chance to be a man among men, to be the maker of character in others and to be a type himself which will impress itself upon the life of the community for years after he is gone.

The life of the village physician offers a variety that can never be the part of that of the city professional man. There is a chance for as much charitable work as one may wish to do. There is a chance to become a county celebrity; to excel as much in any special line as capability will allow. What is success? The gaining of the most money possible? That would not be the judgment of any wise man, and probably not of any man whom we consider successful. Success is the making the most of life; and while the one man in ten or in twenty may make the most of his life in the city, the rest can do it better in the country.

Outdoors makes men where the close city mars them. The country doctor is a man. He grows in the open, and is conspicuous for the caliber of his manhood. No man with any depth of character can spend the hours that he spends in riding alone through God's outdoors

in all kinds of weather and at all seasons of the year, and not grow bigger.

In the city there is always something to distract, to keep a man's mind busy and to prevent him from thinking if he does not want to think. And the man who does not want to think is usually the man who most needs to think and who needs a little self-communion to keep him from going haphazard.

Conscience will keep a good many men straight who would otherwise go wrong. The reason that conscience does less than it should for men is because it does not have a chance. The man who wants to keep his conscience quieted can do it easiest where there is an endless procession before his eyes to keep his brain occupied with outside affairs.

The pictures that have been given in literature of the typical country physician, such a man perhaps as Maclaren describes in his "Auld Licht Idyls" and his other Drumtochty tales, are not overdrawn. The doctor is perhaps the most useful man in the community.

As he gains in experience and in years he becomes more respected and acquires more friends — friends of the sort who can never do enough to show their friendship. He gains in the ma-

terial things with a more widespread and lucrative practice. He gets out of life that which makes life worth while. Can the city offer any more to any man, and can it offer a tithe of this to the man who cannot get to the top in a place where competition is so strong that often the strongest men find themselves obliged to give up when the goal seems just in sight?

Consider the country doctors you have known. What has been their average standing when manhood as well as professional ability is considered? Are they not men whom you would have your wife, or your son, or your daughter consult in confidence, knowing that there would be given to them the best the man possessed? Is there a more trustworthy class of men than the physicians of the small town or country? It must not be thought that it is my intention to speak disparagingly here of the city physician. I am concerned only in showing that the country physician averages the better man, and even the better practitioner when considered from the "all-around" standpoint.

What man can practice medicine in the country without being called upon to show his nerve in ways unconnected with his professional work? There must be absolute fearlessness in driving through the country in the darkest nights, in

the wildest kind of weather, in bitter cold or in furious storm. There must be willingness to face actual danger in flood and storm to reach the bedside of the patient. It is this willingness to risk self for patient that makes the appreciation of the physician greater in the country than in the city.

No village physician, however much he may dislike his experiences with the elements, thinks for a moment of shirking his duty and of leaving a patient to suffer without professional aid on account of personal discomfort in reaching him. The trials of life are what make character, and the trials of the open are the making of men. The life of the village doctor is totally different from that of his city brother.

On the other hand, it must be admitted that the country doctors do not keep as well informed on new methods as the city doctors — not as well informed as they should. They have but little time for reading, and they are not drummed by the salesmen for a thousand new devices as are the city doctors. As a consequence, they do not keep in close touch with the improvements in medical methods and appliances. They are more conservative than the city doctor, and they perhaps do a good many things in ways that become old-fashioned.

While all this may be true, the country doctors are more self-reliant than their city brethren. They are more independent. Too often they have no adjacent hospitals on which they may call for aid in emergencies, and they do many things well that the city doctor would hesitate to do. Their mistakes are in plainer view and they must make few or their reputations will suffer, for every incident and accident in the small town is news for the whole population.

The country doctor is not a specialist himself, and he cannot call in a specialist at will as his city prototype may do. As a rule he cannot refer an eye or an ear case to a specialist without loss of personal reputation. He must be able to take care of any kind of work that comes to him.

It is the necessity for being an all-around man that develops the faculties and the abilities of the country doctor beyond those of the city man. To develop a faculty or a muscle it must be used. To leave it idle is to invite its permanent disability.

The all-around man is not always a great success as we count professional success, but he is inevitably the bigger, the greater *man*. A uniform development makes more of a man than

any one-sided development, and thus we come back to our original proposition that the country or village doctor is more of a man than the other, and hence, as it is possible to be more of a man in the village than one can be in the city, speaking in terms of the average, the village offers the better opportunity.

The small town needs more new men. More new men need the small town. It offers health, comfort, and true greatness to any young man who is enough of a philosopher to want something more than money, and who sees in life the chance to make the world a better place and himself a high power atom. The villages produce most of the great men. Thus the influence of the small town doctor, like that of the preacher, knows no bounds in what it may do ultimately for the cities which are calling all the time for more country-bred men of ability.

The physician is another potent force for the development of what is best in the community, another force which should be linked up with the civic organizations and be working with them, not sitting back and criticizing. It is indicative of smallness in a man when he declines to take part in movements for the public welfare merely because of certain personal prejudices. Because one does not agree with

all that a commercial club or an improvement society does is not in the least an excuse for standing aloof. The doctor can help these societies to make good, and his closer association with them will certainly help him. To put it on a selfish, pecuniary basis, it will pay the doctor to work with the commercial club.

CHAPTER XVIII

THE LAWYER'S OPPORTUNITY IN THE SMALL TOWN

TODAY the best men of the country bar are very different from the rough and ready practitioners of a few decades ago. The bluffing, blustering method of winning has disappeared for the most part, and orthodox methods have become the rule.

To be sure, there are still plenty of pettifoggers in the crossroads districts, and the justice's court calls forth many amusing efforts on the part of these pseudo-lawyers, but nevertheless the men who practice in the higher courts, the men who make up the body proper of the legal profession in the country districts, are men of a high average of intellect and men who understand mankind, and probably know as many holes in the law as those who work in the city courts.

The country lawyer has a greater variety of legal questions with which to deal, and often the smaller suits involving perhaps a few hun-

dred dollars call for as intricate knowledge as some of the larger ones involving millions.

The work of the lawyer, however, is far less in the limelight than it used to be. The trying of cases is considered by many the least lucrative branch of the work. The office lawyer, the man who settles cases out of court, the man who gives the best and the soundest advice to his clients, who can be depended on to save them money, is the man whose business will prosper and who will have the most money in the bank.

The legal profession offers the best opportunity for a widespread reputation and for worldly success of any of the small town professions. Also the country lawyer has a better chance to get something out of politics than the city lawyer, and his chance of getting it without getting with it a besmirched reputation is far greater.

The young lawyers, like other young professional men, have a natural tendency to drift cityward. They want the fat fees that come from managing the business of the corporations. They see more money in the centers of population and they see more litigation there, and they reason that there, then, must be the greatest chance for success.

Unlike the physician, the lawyer who has ac-

quired a reputation in a small place may often move to the city with advantage. His experience will help him. Many of his clients will follow him. He can be reached by them in time to serve their purpose even in an emergency.

It was not so long ago that every law office, whether town or city, had in it one or more students reading law under the direction of the principal, and doing more or less writing and serving of papers so as to pay for their instruction and for the small income that went with it.

They were young fellows from the village, or from some farm; husky, healthy lads who saw in the law their way to success and life's work. They studied hard and wrestled with the fundamentals of the law in a slow, plodding way, gradually mastering enough so they could go before the examining board and be admitted to the bar.

Their knowledge of purely theoretical law was somewhat rudimentary, but their knowledge of its practice was far better than that of the lawyer with only a law school diploma. They began to practice, one might almost say, as soon as they began to study, and they watched the working side of the profession with a keener

eye than that with which they studied their books.

Nowadays there is scarce such a law student in the land. In the whole of my home county there are not two. This new condition, for which the typewriter is largely responsible, has resulted in leaving the young lawyers not only unversed in actual practice, but with no personal following to lead them to settle in the small town in preference to the unknown city.

They issue from the college halls with their sheepskin and no prejudices save that of a belief in the city as the place of great opportunity. The city *is* a place of great opportunity, but for the young lawyer the small town is the place of greater opportunity, unless he happens to be born to the city and its ways, and be possessed of an acquaintance with city men who can and will help him to climb. Influence and the friendship of people with property is what he needs in the city. Simply to hang out a shingle and wait for business in a metropolis, however, is to hold out a hand to doom.

Negligence cases will soon be settled by the Compensation Acts, and apart from these the only profitable branches of law are those connected with money, property, and business. In the small town the young lawyer of good repute

can readily become acquainted with the well-to-do people of the town, and if he can hang on long enough and show his ability and skill in business organization and management, he will gain a reputation for integrity, and the best kind of professional business will drop into his hands.

If he has the superlative ability and forensic skill of a great lawyer, a Root, a Choate, or a Webster, he will in the smaller forum have opportunity to prove it sooner, and can then move forward to success in a large city if he will.

If he lacks this commanding ability, but still can rank with the really capable men who are intellectually equipped and endowed to practice law effectively, he will sooner attain leadership in the small town, and will receive a greater meed of honor, emolument, and social position than the same ability would give him in the city.

In the country a new lawyer in town is a man who will be glad to take pains with small cases, to draw up simple papers and do the little things the average man cannot do for himself and for which he still is not willing to pay a fancy price. The new man will get the little jobs at first, and as he acquires himself with them, so will his reputation begin to grow.

His attendance on the regular terms of court

will acquaint him with the judges and with his fellow lawyers and get him occasional appointments to defend penniless criminals at the expense of the commonwealth.

He finds out here less competition in proportion to the amount of business than there is in the city and he finds less of the cut-throat spirit. He is recognized as a man, as a human being, not merely as an opposing machine to be tricked and maligned in any way that will defeat him.

The man who works in the small community is known by every one. His traits of character, his capabilities, are on the tip of every tongue. If he lives a square life and treats others right, he will get ahead. There can be no doubt of it. If he stoops to chicanery in the effort to get an earlier start, or if that is his nature, he will soon be branded as a tricky lawyer and henceforth he will have the confidence of none and the business of only those who will stop at nothing to win.

A young man who wills it so can start in a country town unheralded and unknown, and within a month after hanging out his shingle can walk down the street calling every business man in the place by name and getting a pleasant greeting in exchange. The young man who wants to go into politics will find unequaled op-

portunities in the small town, where the personal element counts for so much, and where there is a chance to unearth as many cases of petty graft as he may care for.

Also it must be said, the same young man, by taking no thought of his future, and by reason of thoughtlessness and lack of energy, can sit down in his new office in the village and little by little draw around him a class of hangers on and loafers who will make his office their club-room, keeping away any possible clients and producing no business themselves.

In the small town the young lawyer has a splendid chance in the more leisure time of his early career to take hold of public matters in the way of improvement societies, commercial organizations, and other work which may show his metal and his executive ability, and at the same time get him acquainted with the citizens to his later advantage.

The lawyer should make himself a mixer. He should take pains to get on the right side of the public. He cannot afford to sit down and wait in silence for business. He cannot advertise in the ordinary ways, but he can advertise by showing himself public-spirited and possessed of brains and ideas. He can secure the favorable opinion of others, and there is no

better or more valuable kind of advertising for any one than the word-of-mouth sort of publicity.

Every young man has predilections of a political sort before he settles in an office. Those ideas and opinions are based, or should be, on what he thinks and believes. Let the new lawyer then take a position in regard to political matters that shall place him in one party or another, and when this is done, let him stand by his convictions; always, however, without unnecessarily antagonizing his opponents.

One of the brightest lawyers I have known, a man who might have been a United States senator had he been tactful, failed utterly in his aspirations. This failure was not due to any lack of ability or to superior ability on the part of any opponent. He was on the big side politically. He belonged to the party easily in the majority, but he was a poor loser. If he sought a nomination and lost it, he spent the time between then and the next chance in a tirade of abuse against those he thought had gone back on him. Another man in the same community, a man of far less ability, succeeded because every time he came up for nomination and was defeated, he made it a point to see the men who were against him and say, "That's all

right. I'm sorry you couldn't help me, but you undoubtedly had good reasons and I haven't any kick to make. I hope next time we'll be on the same side." The second man was politic and there will never be anything in politics for the man who is not politic.

The young lawyer who starts right and behaves himself will be admitted to the best families in the community. He will know the best people and he may form the best of friendships. His ability to speak in public will give him endless opportunities to make himself known, and no faculty that he can develop will work to his greater advantage. He can stamp his personality upon the community. His opportunities are limited only by his ambitions. He, as a young lawyer, will be looked upon as one of the rising young men of the place, unless he is a born ne'er-do-well, and he will make for himself a place in the town that will be a source of permanent satisfaction and the basis of a life of usefulness and profit. He should consider himself one of the business men of the community, and not hold that as a professional man he is in a class by himself. He should work with the business men and he should make the place of his adoption his home town as quickly as he can.

The commercial club may almost be said to

be a Godsend to the young lawyer in the town. Here he can meet the best class of citizens, and here he is entitled to express his opinions and they will be received with respect.

He has at such meetings an opportunity he much needs to practice extemporaneous speaking, debating, and even arguing. The lawyer is expected to be an easy speaker. It is regarded by people as a part of a lawyer's training to speak in public. Study will teach a man much, but it will not teach him how to think on his feet. It will give him no facility of public speech. Practice is what he needs, and if he does not have this, how shall he make good when the time comes? Let the young lawyer become active in commercial club work and make it his school of speaking, but without going so far as to being a nuisance or a burden.

The young lawyer usually has more time than anything else, and this will often enable him to take such a prominent part in civic organization work as will lead to his being made president or secretary of the organization, thus helping him to promote his own interests while working for a good cause.

The commercial club is one of the young lawyer's greatest opportunities, and the young lawyer is one of the commercial club's best tools.

CHAPTER XIX

THE EDITOR AND HIS PAPER

THE editor of the small town newspaper may grow to be a local celebrity and stop there, or he may become one of the recognized powers of his State. The fact that his is a country newspaper need not deter him from climbing, and there are men here and there who have attained state and even national reputations while occupying the editorial chairs of village weekly papers.

The village editor is a valuable man in community development and no mean citizen of his state. Certainly no man in the town has the chance of the local editor to gain local fame. He knows every one and he is taken into the confidence of both friends and enemies. His command of public sentiment is too great to permit him to be ignored in matters that concern the public — as practically all important matters do.

The town and its newspaper are one in so far as progress and development are concerned. A

newspaper and its publisher will have difficulty in succeeding if the community itself is a failure. The editor and the newspaper must almost of necessity be behind all movements for development. The wise editor does not allow his personal prejudices or his avarice to interfere with his boosting the commercial club or improvement society and their work, because he knows he would be injured worse by the narrow-mindedness of opposition than the community would be.

The editor is the one man in the town who will profit most directly and certainly, by the promotion of general business enterprises. He may justly feel that sometimes he is asked to give too much space to public movements which do not pay him an adequate financial return, but where he fails to get direct returns he will get indirect. Everything that makes news or that produces business helps the newspaper to a greater success.

A large responsibility, I believe, devolves upon the editor in instigating right movements, in discouraging wrong ones, in creating popular sentiment where it is needed, and in diverting it where it is not desirable. It is up to the editor to show the people their mistakes as a people, and their possibilities for making fur-

ther mistakes. It is up to the editor to be the one candid and unbiased critic of the administration of municipal affairs.

The editor who sets out to make his readers think, as well as to make them read, will be able to accomplish wonders for his community, unless he creates the wrong kind of thought; encourages the wrong tendencies.

The average village newspaper makes rather small use of its opportunities. The only limitations upon what it can accomplish for the benefit of its readers and for the inhabitants of its territory, are the energy and ability of its publisher. The average publisher usually has sufficient ability, but he does not always have enough energy.

The village newspaper can and ought to be doing something to make the business people more prosperous. It ought to be adding to their intelligence, enlarging their horizon, broadening their minds. It ought to be teaching them something worth while. It ought particularly to be doing such work for the farmers.

What some country newspapers are really doing is quite different, something very much short of this. It supplies each week so many columns about the comings and shortcomings, the goings and doings of the individuals who

make up the population within a certain radius. It fills a certain amount of space with political balderdash and the rest with advertisements and "patent insides."

With all due respect to "patent insides," I must say that much of it is trash, taken as it comes rather than selected for fitness or value, and much of it somewhat unreadable as to type. As to the political matter, some of it is bright and well worth reading, but the tendency is often toward abuse of the opposing party or vilification of the opposing newspaper. The advertising matter in a newspaper is almost certain to be of the same grade as the rest of the contents.

A few editors see fit to use their sheets for the printing of abuse of competing editors. Why an editor should consider his personal quarrels of any more interest to the public than those of a shoemaker or a blacksmith, it is hard to understand.

In the usual rural community a very large proportion of the subscribers to the newspapers are people who are engaged in or interested in the successful production of agricultural crops. These people are often readers of more or less literature published for its bearing on the agricultural questions. However, they are inclined

to feel that literature of a general nature falls short of being properly applicable to the peculiarities of the local situation. The editor has it in his power to make local application of any general information.

An agricultural department under editorial charge of some competent farmer or agricultural student who will work for a small compensation or for the experience, would be a valuable feature for any country weekly. The right man could work up much interest.

If the Government issues agricultural bulletin No. 236, the "agricultural editor" should get it as soon as it is out and reprint the parts of it that apply particularly to his section. He should himself comment upon its contents and advise regarding their application. If the paper has no one in special charge of farm news and the subject is one that is beyond the editor's knowledge, he should consult with some local authority who does know and thus get the meat of the matter before his readers promptly, properly, and conspicuously.

If a nationally circulated journal publishes an article that should be of direct interest to the farmers in the editor's own vicinity, he should get permission to reprint all or a part of the article in order to get the information before

his readers. For instance, some of the popular weeklies of general circulation, publish a number of articles of the utmost practical value in awakening the farmer to the special opportunities of his individual farm. As a rule, comparatively few farmers see such articles. It is the function of the local paper to get them before its readers in part or in whole.

It would be proper and good business for the village newspaper, in co-operation with the local business men, to reprint in pamphlet form any matter specially beneficial to the farmer as an agriculturist or as a business man. The free distribution of such matter would put money in the pockets of every one concerned.

The newspaper and the business man combined make a powerful force for the accomplishment of any community work, but where one must strive without the help and the co-operation of the other, it is an uphill struggle. Where the newspaper man is a selfish and a bigoted, as well as a narrow-minded citizen, he will hamper the growth of any public-spirited work.

To be a successful and a useful member of the community, the village newspaper must, in the nature of things, be exemplary in the matter of public spirit. Anything less than this

means that the man behind the paper might better leave town and give place to some one of less hide-bound tendencies.

Some farmers read the popular magazines. Some farmers read the religious papers. Most farmers have a farm paper or two, but the publication that all farmers read is the local weekly newspaper. Through its columns, information can be conveyed to them as through no other medium. The great national advertisers are being gradually awakened to the value of the small-town weeklies as a medium for reaching the farmers, and when they fully realize this, times are going to be better for the local editor and publisher.

The advertising support of the local merchants should be accorded the village paper as a matter of course, but the farmer also may well be an advertiser. There is no reason why he should not announce in his local paper every product he has to sell. If the publisher will encourage the farmer to advertise his products, both in the "want columns" and by means of display advertisements, he will soon find that he has opened a new vein of legitimate advertising patronage which can be most successfully developed — and developed to the general advantage of the community.

The sale of advertising space to farmers should be accompanied with service which may consist in writing their advertisements and in suggesting means and methods of selling, and in advising what products are in demand.

No newspaper can work with and cater to its country constituents in these ways without benefiting them. Even the poorest of country editors has a following. The longer he has been issuing the same paper, the more value his opinion will have with those who believe in him. He can influence his readers when the weekly farm paper from the outside world will not get their entire confidence. The personal element exerts a strong influence over all of us, but over no class more than that of the rural districts. As a matter of fact, there is no other printed medium going to the farmers that has as much actual weight and influence with them as the local papers. The day of Greeley and Dana is past. The city daily does not stand for a personality any longer. The country weekly does. Let it then be encouraged to serve the local public to public advantage and it will serve them to its own and to the community's advantage.

The great movement for honesty in advertising should be extended into the rural districts, and the village editor should not only consider

the effects of his editorial and his news columns upon his readers, but also the effects of his advertising columns.

As a class the country people are of the best in responding to advertising. The editor must, therefore, see that his paper does not improperly take advantage of this readiness to accept advertising at its face value. He should see that he does not run any advertising that will destroy the faith of his country readers in his advertising.

If the village newspapers carry advertising that is dishonest or that is backed by houses that do not act in good faith, they are doing a great deal to destroy the value of advertising not only in their own publication, but in publications of higher grade and of wider circulation as well. The farmer who is deceived by the advertising in his home newspaper, run by a man known personally to him and considered honest, will lose faith in the advertising in the big general publication run by somebody he does not know.

If there is one great force for good in the community which possesses the influence of the school, of the church, of the organized business men and influential women, which represents the speech of people and the verdict of the pop-

ular mind; if there is one force which combines all these and wields a scepter emblematic of that power, that force is the village newspaper, and together with its editor it possesses the capacity to make or to mar the success of the village as a village.

As already stated, with the development of the newspapers of the small towns, there will come the use of their space by the national advertisers, who already are beginning to realize that in no way can the rural population — the 54,000,000 people who are served by communities of 5,000 or less — be reached so well or so effectively. This is the open door to bigger business and to better days for the small town paper.

The commercial club and the improvement society cannot get along without the local newspaper, and nothing can be more helpful in the development of greater opportunities for the newspaper than these organizations. There ought never to be any real divergency of opinion between these forces. If they pull in separate directions it can be only with real loss to all concerned; and whenever they pull together it is bound to be to their mutual advantage.

APPENDIX

PUBLICATIONS HELPFUL IN COMMUNITY DEVELOPMENT

ON BUSINESS

Art of Collecting — Cassell.
Art of Handling Men — Collins.
Art of Selling — Sheldon.
How to Advertise a Retail Store — Edgar.
Influencing Men in Business — Scott.
Merchants' Success System — Farrington.
Psychology of Advertising — Scott.
Retail Advertising, Complete — Farrington.
Selling Suggestions — Farrington.
Store Management, Complete — Farrington.

ON CHURCHES

Country Church and Rural Problem — Butterfield.
Day of the Country Church — Ashenhurst.

ON HEALTH AND SANITATION

Common Housefly (American Civic Association, Special Series No. 1).
Health on the Farm — Harris.
How Insects Affect Health in the Rural Districts —
Farmers' Bulletin No. 155 (U. S. Government).
Insects and Disease — Doahe.
Mosquitoes or Man — Boyce.
School Hygiene — Dunbar.
School Sanitation and Decoration — Burrage and Bailey.

256 COMMUNITY DEVELOPMENT

Sewage Disposal on the Farm — Farmers' Bulletin No. 43 (U. S. Government).

ON SCHOOL GARDENS

Among School Gardens — Greene (Survey Associates).

Boy Gardeners (National Cash Register Co.).

Children's Garden for Pleasure, Health and Education — Parsons.

Cultivating the School Grounds — Bureau of Education, Bulletin No. 28 (U. S. Government).

House and School Gardens — Reports of Home Gardening Association (Cleveland).

How to Make School Gardens — Hemenway.

School and Home Gardens — Meier.

School Gardens — Farmers' Bulletin No. 218 (U. S. Government).

School Gardens (American Civic Association, Pamphlet No. 2).

ON SCHOOLS, PLAYS, AND PLAYGROUNDS

American Playgrounds — Mero.

American Rural School — Foght.

Community Work in the Rural High School — Farmers' Year Book (U. S. Government).

Festival Book — Lincoln.

Festivals and Plays — Chubb.

Folk Festivals — Needham.

Healthful Art of Dancing — Gulick.

Neighborhood Entertainments — Stern.

Pageants and Pageantry — Bates.

Plays and Pageants for Young People — Mackay.

Plays and Playgrounds (American Civic Association).

Play — Angel.

The Dramatic Festival — Craig.

ON TREES AND ROAD-MAKING

Arbor Day — Schauffler.

- Artistic Bridge Designing—Tyrell.
Care of Trees—Farrow.
Diseases of Trees—Hartig.
Good Roads (American Civic Association, Pamphlet No. 12).
Roads, Paths and Bridges—Page.
Road Red Book (N. Y. Bureau of Town Highways).
Shade Trees in Towns and Cities—Salstaroff.
Shade Trees (N. Y. Conservation Commission, Pamphlet No. 2).
Vines and How to Grow Them—McCallom.

ON UNCLASSIFIED SUBJECTS

- Beautifying Home Grounds—Farmers' Bulletin No. 185 (U. S. Government).
Chapters in Rural Progress—Butterfield.
Commercial Organization in Southern and Western Cities—Doonan (Department of Commerce, Special Agents' Series No. 79, U. S. Government).
Co-operation Among Farmers—Coulter.
Country Life Movement in the U. S.—Bailey.
Evolution of the Country Community—Wilson.
Farmers' Clubs, Social Centers, etc. (Bulletins of University of Wisconsin).
Improvement of Towns and Cities—Robinson.
Modern Civic Art—Robinson.
Organization of a Rural Community—Yearbook Department of Agriculture (U. S. Government).
Report of Commission on Country Life.
Social and Civic Centers (American Unitarian Association, Social Series No. 24).
Social and Labor Needs of Farm Women, Report No. 103 (U. S. Department of Agriculture).
The Country Town—Anderson.
The Rural Life Problem of the U. S.—Plunkett.
Village Improvement—Farwell.



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J. W.

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1. The first part of the document is a list of names and addresses of the members of the committee.

2. The second part of the document is a list of names and addresses of the members of the committee.

